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J. C. VAN MARKEN

INDUSTRIAL SOCIAL ORGANISATION

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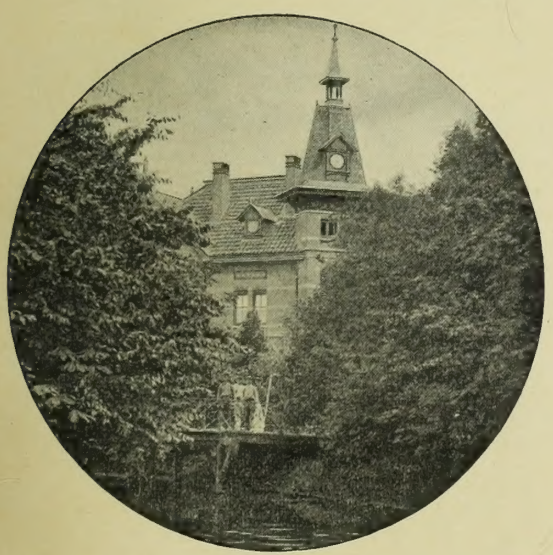
PIONEERS OF CO-OPERATION AND PROFIT-SHARING IN AGNETA PARK,

3RD CONGRESS OF THE INTERNATIONAL CO-OPERATIVE ALLIANCE, SEPTEMBER 1897.

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J. C. VAN MARKEN
INDUSTRIAL SOCIAL ORGANISATION

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INTRODUCTION.

The Industrial Companies of Hof van Delft.

The social organisation of which a systematic sketch is given in this brochure, is applied in all its entirety to the Delft factory of the Netherlands Yeast and Spirit Company Limited (subscribed capital in 1870, 150.000 florins = £ 12.500; subsequently increased till 1900 to 1.350.000 florins = £ 112.500). The same Company has, outside Delft, factories at Rotterdam (spirit refinery) at Schiedam (maltings) and at Bruges in Belgium (spirit and yeast).

This organisation is the work of 30 years of uninterrupted care for the employed of every rank and of every class. Begun at the inception of the Company (1870), it has been developed and completed in proportion as the wants and circumstances have manifested themselves.

Directors: Mr. Van Marken, with—from 1885—Mr. Waller, his nephew, as co-director.

Of more recent date are:

1st. The Netherlands Oil Company Limited, a neighbour of the Yeast Manufactory, founded in 1883 with a capital of 400,000 florins (£ 33.333), doubled a few years later. In 1897 this Company united with the old-established house of E. Calvé & Co. of Bordeaux, under the title of The Netherlands Franco-Dutch Oil Works Limited: New Works Calvé-Delft, with a capital of 1.800.000 florins = £ 150.000.

Directors: Messrs. Van Marken, Chairman; E. Calvé, G. Calvé (Bordeaux), Dr. J. R. Tutein Nolthenius, H. Tutein Nolthenius (Delft) and G. Thubé (Nantes).

The effects of this Company consist of:

a. The factory at Delft;

b. The factory at Laubardemont near Coutraz (Gironde);

c. The development of the domain (1000 H.A. = 2500 acres) of Salhieh in Egypt (cultivation of earth nuts).

The Delft factory has been united since its foundation with the social organisation of its neighbour, the Yeast factory.

Its wage system has the same bases.

Profit sharing (10 %) is also secured in its articles of association. It has its "Kernel" composed in the same way. Its employees have precisely the same rights both in regard to moral and material support as also in the clubs and gatherings. As far as is possible the institutions are even combined. Others have necessarily an independant administration according to their particular needs, as the distribution of the share of profits, which varies in the different Companies, the widows' funds, etc.

2nd. The Glue and Gelatine Factory is the third and youngest of the Delft Companies properly so-called. Founded by the same group, but confided to the management of a too young and inexperienced man, it had a chequered and difficult beginning. In 1891, when the Company was in a very precarious position, my nephew and colleague in the directorate of the Yeast Factory and myself took the management in hand, having secured the co-operation of Dr. Van Stolk. We have had the satisfaction of putting the undertaking on a sound footing: we succeeded in re-constructing the entire share capital (of 200.000 florins = £ 16.666), and at the present moment it is actually the most prosperous of the three Companies just quoted. The social organisation, which remained in suspense during the period of adversity, is now being developed in the same spirit, in adhering as closely as possible to those of the Distillery and Oil Works.

To end this enumeration of the Industrial Companies of Hof van Delft, of which I have the honour to be co-director, it is necessary to say a special word on the subject of that social experiment which bears the name of the

VAN MARKEN PRESS.

The Van Marken Press is in extent, capital and number of workmen the least important, and yet I hold it dearest at heart. Founded exclusively with my own capital, I have been able in this case to apply most radically my own ideas without having to account to anyone, as is the case in those great Companies with a share capital of thousands of pounds; in which however I have had every reason to be fully satisfied with the way in which the numerous shareholders have allowed me to act, and in which they have accepted without murmuring and generally—as far as their vote was necessary—with unanimity the sacrifices which I imposed upon or asked of them for the institutions founded and connected therewith. Sacrifices, which however were not so in reality according to my way of thinking, for I am firmly convinced that whatever the master can do for the moral and material well-being of his workmen, is amply repaid to him.

The articles of association of the Van Marken Press open with the following declaration of the principles of the founders (1):

That they consider labour in the Van Marken Press Limited as a co-undertaker, who has the right to co-discussion and co-decision of the interests of the Company according to the statutes of the present act;

That the influence of capital—that is to say of the amounts subscribed by the shareholders—upon the results of the undertaking is limited by its amount, whilst the influence of intellectual and physical labour is unlimited in proportion to the will and zeal of the workman;

That consequently, the shareholders cannot justly claim more than a limited share of the profits—greater in proportion as the profits are more uncertain and the risks greater—as opposed to the unlimited just claim of labour;

That it is desirable to gradually transfer to labour the co-proprietorship and finally the sole proprietorship of the means of production, that is to say the shares in the Company, which end the undersigned propose to attain by means of saving the profits allotted to labour, against repayment to the shareholders of the amounts subscribed.

In accordance with these principles, the first article of the Statutes stipulates:

That the Company is an association of capital and labour, which undertakes the execution of all work connected with the printing industry, with the intention:

1st. Of paying in the first place to the associate-workpeople a salary, fixed for the adult at a minimum which, in the judgment of the associates, appears necessary to supply the modest but reasonable needs, according to the local circumstances of the time, of a workman's family of normal size.

To reserve in addition to the associate-workpeople all the profits of the Company, after the services of capital have been rewarded as follows:

2nd. Of assuring to the capital of the Company a modest interest and at the same time an equitable return for the risks to which the founders' capital is exposed in the founding of a new undertaking as well as for the risks to which the capital remains exposed by the nature of the business;

3rd. Of transfering the property in the capital of the Company in succession to those who shall participate regularly in its work, by means of the savings of profits allotted to the associate-workers.

The business is managed by three very capable clerks in my Yeast Factory, who give up to it their leisure.

(1) In order to establish the concern as a limited liability Company some of the future directors and workmen had subscribed for one share each.

The management is under the control of one or several commissioners and provisionally under my own.

The directors as well as the workmen and clerks are reckoned as associate-workers, nominated as such by the "Council of Labour", consisting of the managing directors, the commissioner (or commissioners) and one delegate (or more) of the working associates. Before the nomination every working associate is asked to give his opinion on the candidate.

The associate-workers after one or two years' service becoming share-holders, they acquire the right of being present at the general meetings, of taking part in the deliberations and of voting. All shareholders have one vote per five shares up to the maximum of six votes.

The distribution of profits is regulated as follows:

After the deductions necessary for redemption of buildings and plant, 6 % of the paid-up capital is paid to the shareholders as interest and premium for risk. If the profits in any year or years do not suffice to pay this dividend or any part thereof, the other participants will have no claim to any profits during the succeeding years, until all the arrears of dividend on capital at the rate of 6 % per annum have been paid to the shareholders.

This figure 6 % is open to discussion. One may raise it to 7, 8, 10 % or more, according to the nature of the business and the contingent risks, without destroying the principle of the limitation of the rights of capital.

The remainder of the profits is thus divided:

25 % to the Directors for management;

50 % to the Associate-Workers (directors, clerks, workmen) pro rata to their wages;

3 % to the Commissioners for control;

12 % to the Founders for services rendered.

One half of this 12 % is reserved to those who have contributed by their advice to the foundation of the business; the other half to the original shareholders who exposed their capital to the acute risk involved in the foundation of a new enterprise. The rights to this share of profits are personal; on the death of one having these rights, his share returns to the associate-workers.

By this time one founder's share has returned in this manner.

The final 10 % is at the disposal of the general meeting, and will be utilised either for the advancement of labour interests in general, or of the associated workpeople in particular.

The share of profits reserved for shareholders, founders and the final 10% at the disposal of the general meeting are paid in cash. But the share coming to the associate-workers, to each of the directors and workmen, is paid partly in cash, according to the age and the number of children of each of

them: the rest, being at least 50 %, is deposited in the profit savings bank, and each time that the amount standing to the credit of a depositor reaches the sum of 100 florins, the holder of a numbered share, drawn by lot, is repaid this sum of 100 florins, against the transfer of the share to the depositor.

What has the Van Marken Press become under this system to-day, that is to say 8 years from its foundation.

It has become the most important printing office in Delft. Its turnover of 18.300 florins in 1892 has grown year by year to 44.700 in 1899. The number of workmen-shareholders has advanced from 7 to 13. Their minimum salary is 12 florins, whilst the average wage of a compositor in Delft is generally 9 florins.

During the eight years the nett profits have amounted to the sum of 53.000 florins, the deductions made for redemption of buildings and plant to 25.000 florins. Of these profits

10.300 fl. came to the Directorate
of which 6.900 „ were put in the savings bank and converted into shares

and the remainder, 3.400 fl. was paid in cash.

The share of labour has been
20.900 fl.
of which 12.300 „ were put in the savings bank and converted into shares

and the remainder 8.600 fl. was paid in cash.

The share of the commissioner has been 1230 florins, put at his request in the savings bank and converted into shares.

In short, after 8 years 195 of the 250 shares at 100 florins which constituted the share capital, have been paid off to the capitalist founder at par, and have passed into the hands of labour in its different forms (management, hand labour and control).

Probably in 2 years more, that is to say after 10 years of existence, the motto "Through labour, for labour" will be realised; the shares of the capitalist founder will be entirely redeemed.

The fact that 46 shares have been sold, it may be either to workmen-shareholders or to a third party, does not in any way diminish the importance of this transference of the capital. Of these 46, 10 belonged to members still in service, 13 to members who had established themselves elsewhere and 23 to dismissed members.

The moral influence is enormous, the zeal general and complete. One striking fact is to be noted: at the general meeting of last year the workmen shareholders made the proposal, signed by all, to double the salary of the directors: it was voted unanimously.

In conclusion I must still draw attention to one point of extreme importance in this organisation. As has just been said, three shareholders have left for various reasons, two have died: 31 shares are to-day in the hands of third parties, strangers to the printing works. It is evident that it will not stop there, others will leave or will die; in 20, 30, 40 years all the workmen, directors or actual workmen, holders of the shares will have disappeared from the printing works, taking their shares, leaving them as an inheritance to their children, selling them. There we shall have again capital and labour separated one from the other, perhaps one against the other. What will have been definitely gained by the system?

Nothing certainly if you stop at the simple transference of the shares. But as soon as the last share has passed from the hands of the original shareholders into the hands of labour, we must begin anew the work of transference in the same order of the numbered shares as at the first transmission. And after this second transference will come the third and so on. So that the last profits will always be used to expropriate, for the profit of the acting workmen, the shareholders whose capital has had the greatest number of years of service, whose shares bear the oldest date of the last transference.

Criticism is for the jury, for the reader; the end lies with the future.

As for myself the material as much as the moral results obtained have far surpassed my expectations.

May the success of this little undertaking, as well as the results of the less "radical" social organisation of the large industrial works under my co-direction, encourage others to repeat the experiments on a larger scale. May my work in its entirety contribute in however small a degree to the solution of that immense problem "Social Peace".

And if as the result of my efforts I only succeed in the end in rendering the struggle for life a little less hard to some hundreds of my fellow men, in throwing one ray of sunshine into a certain number of workmens' dwellings around our factories, I shall be consoled for my lost illusions and I shall go from this imperfect world with the satisfaction that my passing through it has not been absolutely sterile.

J. C. VAN MARKEN.

Delft, June 1900.

SOCIAL ORGANISATION OF THE NETHERLANDS YEAST AND SPIRIT FACTORY

The mother idea which directed the following social organisation may be summed up as follows:

In the existing state of society man's life traverses three stages.

First he demands his daily bread, *the means of his immediate material existence, for himself and for the family which, according to the law of nature, he has the right to procreate.*

Then he seeks to insure his daily bread, *the material existence of his family, in all normal circumstances of life as well as in all its unforeseen crises.*

His material existence being insured, he exacts and has the right to exact something beyond: the beautifying of life, *the raising of the moral and intellectual level, recreation.*

In the existing state of society it is impossible for the mass of mankind to attain the latter, too difficult to arrive at the second, often even at the first stage.

In the existing reciprocal relation between capital and labour, it seems to me to be the duty of one who has found through favouring circumstances or who has created by his own energy a company of men around him, co-workers in a commercial or industrial aim,—it seems to me the duty of the employer to aid his subordinates by every means at his command, his heart, his intellect, his money, to attain that highest stage which alone makes human life worth the living.

My conviction is that in so doing the employer will make no sacrifices. But if he needs must make them, be it from the material or the moral point of view,—let him make them up to the limits of his capacity. It is his sacred duty.

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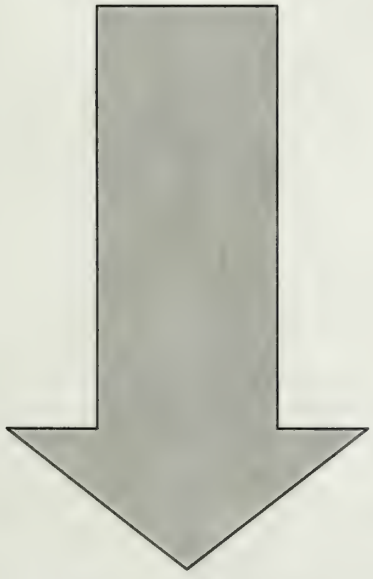
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Agneta Park.

I. WORK AND WAGES.



The Netherlands Yeast and Spirit Factory's banner with its motto "The Factory for All, All for the Factory".

In a great manufacturing industry, where several hundreds, or even thousands of workmen work in a factory managed by several chiefs, the individuality of the workman, as such, is easily lost. The possibility of bettering his lot by a higher wage is, for the generality of men, a strong stimulus toward increasing perfection in work and an increase in zeal. In the factory where the scale of wages is fairly uniform for the great majority of the workpeople, this stimulus either does not exist, or if it exists, it slumbers.

On the other hand the decrease and increase of wages, if not founded on a fairly reasonable basis, inevitably tend to become arbitrary, to lead even to flagrant injustice, which, opening the door to jealousy, gives rise to general discontent in the workshops. The system that regulates wages is therefore of extreme importance, as much so for the working family as for the quantity and quality of work which the business receives.

Although the wages-question has been studied from the founding of the works, its complete organisation could only ripen slowly, and its codification was completed only in 1889. These codified principles form part of the "Statutes of Labour", proposed by the Directorate and put into force after ample debate with the Kernel. (Vide post no. 101).

A. BASES OF WAGES.

a. MINIMUM.

1. Wages in relation to local wants.

According to the Statutes of Labour, the minimum wage must be such as will suffice for the modest wants of a not too numerous working family. This amount is supposed to be, according to the local circumstances at Delft, 12 florins (£ 1) per week. This constitutes the remuneration which the ordinary workman can obtain for the least important work, executed however with complete zeal, during a working week of 60 hours.

Nature has not endowed every one with the genius of a Pasteur nor the physical qualities of a Hercules, but every man can display in his work, as throughout his life, a maximum of good-will and zeal.

Starting with these principles the minimum wage is fixed at $16^1/_2$ cents (1) per hour, that is 9.90 florins per week; the workman who, in his humble task, gives proof of complete zeal, of devotion to the "excellent" degree, receives an addition of 20 %, and thus gets up to 11.88 florins, or very nearly 12 florins. All do not obtain this, but every one can do so, and the great majority actually pass this sum of 12 florins. (See the chapter: "Premiums").

The mean of the wages, including the different premiums excepting insurance premiums and the share of profits, of all the workmen and writers below the rank of overseer and clerk, has been, weekly

in 1895	14.20	florins	= £ 1.3.8
„ 1896	14.23	„	= „ 1.3.9
„ 1897	14.50	„	= „ 1.4.2
„ 1898	14.49	„	= „ 1.4.2
„ 1899	14.46	„	= „ 1.4.1.

The average working hours during these years have been weekly for workmen 68, for clerks 43.

In 1871 the total amount of wages was fl. 18.300 = £ 1.525, in 1899 it was fl. 449.859 = £ 37.488.

(1) One florin in the Netherlands = 1 shilling 8 pence; 1 cent = $^1/_5$ of a penny.

b. CLASSIFICATION.

2. Wages according to kind of work.

Thus, according to the preceding the minimum wage of $16^1/_2$ cents per hour is paid for work which demands only a minimum of experience, of responsibility, of strength, and no special skill. Whenever the work demands strength of body, special aptitude, great precision, the minimum is increased by stages of $^1/_2$ cent up to 21 cents per hour. A table, inserted in the Statutes of Labour, indicates the amount of wages per hour for every kind of work which is done in the factory.

This is the classification of the workmen and gangers only, beyond this, the most numerous category, the Statutes of Labour include the following ranks:

Writers (clerical or office workmen, who, in the hierarchy, have the same rank as the manual or factory labourers);

Foremen and junior clerks;

Overseers and clerks;

Higher employees (chiefs of departments).

B. ADDITIONS TO WAGES.

Remuneration of labour 1871—'99 . . .	5.861.138	fl.	= £ 488.426
of which			
Premiums for zeal 1874—'99	507.553	„	= „ 42.296
„ „ insurance of pension 1887—'99	263.548	„	= „ 21.962
Profit sharing 1879—'99	168.162	„	= „ 14.013

a. PREMIUMS.

3. Premium for extra work.

For Sunday labour the workman receives 25 % above his wages.

Work done during the time ($1^1/_2$ hours) set apart for the afternoon meal is reckoned as Sunday labour.

Work done after 9 p. m. and before 6 a. m. is reckoned as night work, and for these hours the workmen receive 10 % above their wages. As regards the regular night gang, the night service is deemed to begin at 6 o'clock in the evening.

All work beyond 12 hours in a day of 24 hours is also reckoned as extra work giving the right to 10 % above the normal wage.

4. Premium for skill.

Although the nature of the articles produced does not require any special knowledge on the part of those who work at its manufacture properly so-called, there are nevertheless amongst them some few, for example, the deputies, who become familiar with the processes of manufacture and thus acquire a certain skill which may be useful to them in the discharge of their duties. But, besides these, there is a number of other members of the staff—stokers, smiths, carpenters, office clerks etc.—of whom one must say that they must possess special knowledge.

While therefore estimating the degree of zeal, judgment is also passed, as far as is necessary, upon skill. This judgment gives rise to a division into 5 degrees of skill, to which is attached a corresponding addition to wages (premium for skill) rising to 2, 5, 10 and 20 %.

For the stokers and artisans, whose skill is also regularly judged, the system is varied at their own request in that the degree of skill is remunerated directly by a higher hourly wage, according to the custom of the town.

5. Premium for zeal.

Several times a year each member of the staff invested with any authority makes a verbal report on the zeal of his subordinates to the head of the section of the "Interests of the Staff". Towards the end of the year this head of the section prepares with the assistance of these various reports, a general report which he presents to the Directorate. The latter, while deviating when necessary from this report, fixes the final figure of each member of the staff.

In conformity with this figure, the whole of the staff is divided on the 1st of January in each year into classes of zeal (insufficient, medium, good, very good and excellent). These five classes had been originally adopted in the Statutes of Labour. The following case, however, often presented itself at the final judgment: several members of the staff although at least above the third class had yet no pretensions to the fourth. Consequently, as the adopted classification did not offer a sufficient distinction, an intermediate class was inserted between classes three and four.

Every employee begins in the first class. The simple workman or writer must by his zeal, make himself worthy to pass into the second class after one year, into the third after two years; otherwise he is dismissed. It is not necessary, however, that he should climb higher. But the third, that is to say the good medium, does not suffice in the higher grades.

The overseer and the clerk must after three years attain to the fourth class: very good. Finally, the engineers and higher employees have to show complete zeal. In order not to be dismissed they must advance from year to year to the 5th, that is to say the class of excellence.—He who, having arrived at the 4th or 5th class, makes a step in rank (e. g. from workman to foreman, from junior clerk to clerk) where he has not yet been able to prove himself, falls back into the third, whence he has to mount the scale anew.

On the 1st of January 1899, the workmen working by the week were classified as follows:

1	in the	1st	class,	
21	„ „	2nd	„	
40	„ „	3rd	„	
73	„ „		„	intermediate,
149	„ „	4th	„	
27	„ „	5th	„	

This table shews that promotion to the 5th class presents the character of a quite peculiar distinction, that "excellence" is rare enough in this imperfect world.

To this classification—which has other advantages (see for example Profit Sharing, no. 9)—are attached the following premiums, in addition to wages:

in the	1st	class	0	%	
„ „	2nd	„	2	%	
„ „	3rd	„	5	%	
„ „		„ intermediate	7 1/2	%	
„ „	4th	„	10	%	
„ „	5th	„	20	%	

In making mention of this classification, it would not be right to pass over in silence the fact that it is sometimes violently attacked by the socialists.

These latter pretend that the system of espionage—as they are pleased to call it does nothing more than create and foster hypocrisy and discontent. This conduct has nothing in it to astonish us, since the idea of "devotion to the interests of the master" does not enter into the socialistic doctrine, which preaches an implacable enmity between the master and the capitalist on the one side, and the workman on the other. There is no pretense that the Directorate believes its system of appraisement infallible: it exacts on the part of the chiefs a delicate discrimination, which may easily at times be wanting; moreover the Directorate does not deny that length of service, proved fidelity

to the Company, to the factory, should perhaps count for more than has hitherto been the case. Speaking generally, the Directorate nevertheless holds this as indisputable; on the one side the feeling that one ought from time to time to give an account of the way in which subordinates perform their tasks; on the other the feeling that the chiefs keep themselves regularly informed as to the way in which one does one's duty; this double fact exercises, in more than one relation, a good influence.

We dare to affirm the fact that all the chiefs, from the simple ganger to the first engineer prove more and more, in their reports and discussions on the merits of individuals, that they are filled with a sense of the high moral responsibility which this judgment entails upon them. Often on the morrow they return to add a detail, to correct or complete a judgment when they fear that they have explained themselves badly. For the majority it is truly a case of conscience.

6. Premium for co-operation.

There are certain operations which are the better effected as there is more of a spirit of co-operation among the co-workers or with the subordinates. The Directorate recognises the utility of this good understanding by giving premiums of 5 % and of 10 % according as it is reckoned good or excellent.

b. INSURANCES.

7. Premiums paid by the Company.

The daily bread being gained we have the first stage in human existence. Even if this bread is relatively plentiful, it counts but little if it is not assured during all the expected and unforeseen crises of life. The sickness of the bread-winner means only too often the misery, and if it be too prolonged, the ruin of the working family. The mechanic earning a good living to-day, is caught to-morrow in a gearing, which destroys at one blow all that which constituted his capital. Death strikes down another in the flower of his age; his widow and children must crave the dole of charity. And he whose good fortune it is to pass through all the crises of life, looks with anxiety at the future when his enfeebled power of work will no longer find a purchaser. We say to him: "Insure yourself against illness, accident, old age and death": but who will pay all these premiums out of a salary based upon "the satisfaction of the modest needs of a working family"?

The Company has answered: it is I!

c. GRATUITIES.

8. Rewards for exceptional merit.

Although as a general rule one may demand that each one shall consecrate his energies to the task which he has undertaken, and that the measure in which each individual does so is expressed in the award of the aforesaid premiums, circumstances occasionally occur in which it is right to speak of knowledge and of services as exceeding the limits which one may reasonably fix for certain posts. Examples have happened in the history of the Company, and in every grade, in the laboratory of the savant as in the workshop. We may cite as an example the "invention" of a simple workman (whose duty was to compress the yeast) for cleaning and using again a certain very costly kind of gauze, which had hitherto to be thrown away after being once used. Or the case where a terrible accident was avoided by the activity of one man.

The Directorate is not a partisan of the system of rewards, it prefers to accord rights rather than grant favours. As, however, it is impossible to fix in advance the nature, extent and importance of these special services, the staff must rely upon the loyalty of the Directorate, which has believed itself bound to reserve to itself the system of rewards in exceptional cases.

d. PROFIT SHARING.

9. Individual share of profits.

In 1880 the general meeting of the shareholders voted unanimously the following amplification of the Articles of Association of the Company:

(Art. 24.) "The remaining profit (after 5 % on the share capital has been paid to the shareholders) shall be divided as follows:

10 % is put at the disposal of the Directorate and the Commissioners, that they may employ it, as they may think fit, for the benefit of the staff, after having heard it if requested. They are not to be held accountable to anyone as to the way in which it is used, unless it be to the general meeting of shareholders."

Although the annual sum of which one might thus dispose was originally destined for the retiring-pensions' fund (Vide post no. 42), from 1887 the insurance premiums have been borne by the general expenses and the share

of the profits is divided, either totally or in part, amongst the members of the staff, individually, in proportion to their total wage and classification for the year. They receive their share pro rata

one half	1st class of zeal	
three-quarters . .	2nd „ „	
one	3rd „ „	
one and a quarter .	„ „	intermediate
one and a half . .	4th „ „	
double	5th „ „	

Although at first it was stipulated that one must save from the share of profit as much as from the premiums (Vide post no. 18) the Kernel in 1893, after being repeatedly urged, more particularly by the younger members of the staff, asked and the Directorate approved that this regulation shall only hold in cases where the share of profits amounts, in the 3rd class, to more than 4 % of the total wage.

The Kernel, at its annual meeting, (Vide post no. 101), generally grants from the share of profits gratuities to the widows of deceased comrades, to apprentices and to those who, while not being on the permanent staff, have worked in the factories during the greater part of the preceding year.

10. Collective share of profits.

According to the Statutes of Labour, the Kernel has the right to reserve at most 10 % of the profits which go to the permanent staff (Vide supra no. 9). Generally it decides to use this right: these allocations form the "Fund for common purposes," which constitues a part of the resources of the social institutions of the Company. Thus in 1891 it was decided by the Kernel to offer 2500 florins to the Directorate as a contribution to the foundation of the building "The Community" (Vide no. 75).

11. Special share of profits.

In 1895, on the occasion of the 25th anniversary of the factory, the general meeting of shareholders resolved to complete article 24 afore-mentioned (Vide no. 9) of the Articles of Association, among others, by the following:

"The remainder (after 5 % on the subscribed capital has been paid to the shareholders) shall be divided as follows:

5 % is put at the disposal of the Directorate and Commissioners, to be

employed by them in the interests of the staff of the firm: in the first place to supplement the retiring pension of the old members of the staff, who, by reason of their advanced age at the time of the putting into force of the adopted system of insurance of an annuity for life, on attaining the age of 60 have acquired or will acquire the right to an insufficient pension; and afterwards to assure to the workman the payment of a certain sum in case he is invalided. This shall all be done in the way which the Directorate and Commissioners may think fit, without their being accountable for the use thereof to any person whatsoever, unless it be the general meeting of shareholders".

To this 5 % Mr. VAN MARKEN has temporarily added an equal amount, constituting the personal share which the general meeting voted to him on the same occasion.

More precise details relating to the use made of this share of the profits will be found under no. 42.

C. BASES OF HOURS OF LABOUR.

a. DURATION OF WORK.

12. NORMAL WORKTIME (60 HOURS WEEKLY).

Workpeople in Holland have generally long hours of work; according to the reports of labour inspectors there were, in 1897, 9910 factories inspected, of which 6621 had a daily worktime of 11 hours and upwards.

The Directorate did not hesitate to fix the normal rate at 10 hours per day. It only regrets that it has not been found possible to reduce to the same rate the night shift, which is of 11 hours.

13. LIMITATION OF OVERTIME, OF NIGHT WORK, OF SUNDAY LABOUR.

In a fermentation business it is impossible to interrupt the course of manufacture. The work is continuous, and the shifts follow each other regularly, day, night, Sunday.

This work is however reduced to the lowest possible minimum.

A worktime of more than 14 hours in the 24 is absolutely forbidden.

On Sunday, that is to say between 6 a. m. and 6 p. m. the work of each workman must be preceded or followed by 24 hours rest.

b. HOLIDAYS.

14. Three days holiday per annum minimum.

Since 1890 each member of the staff has the right to three days holiday annually, with full pay. These three days may be taken consecutively, or at intervals, or in six half days as desired. The only condition imposed by the Directorate is that one must arrange beforehand with his immediate chief, so that the work of the factory may not be interrupted.

To the office staff, clerks and superior officials holidays from one to three weeks are granted: they also receive their salary in full.

Generally speaking, days and hours of absence, beyond the above-mentioned holidays, must be asked for and granted, and save in exceptional cases, they are deducted from wages. In case of a prolonged holiday for the restoration of health, the Company pays, sometimes for several months, the full wage, without regard to the rank of the sick person.



A workman's family at home.



A street in Agneta Park.



Interior of a workman's dwelling.

II. MATERIAL INTERESTS.

A. SUPPORT DURING NORMAL CIRCUMSTANCES OF LIFE.

a. REGULATION OF THE BUDGET.

15. Payment of a fixed sum weekly.

The wages of the workmen are fairly variable: the same workman does not always perform the same work; sometimes exceptional circumstances oblige him to work beyond the ordinary period; sometimes a gang of workmen undertakes a job on contract; on another occasion a workman has obtained a few days leave beyond his annual holidays.

Nevertheless the mother of the family can only regulate the household expenses if she is assured a fixed sum on pay day; for this reason the workman receives, at the beginning of each year, a communication informing him of the amount which will be paid him as "average wage" every Saturday. At the time of payment the sum is accompanied by a notice indicating the amount actually earned during the preceding week, so that the workman can at once reckon the amount remaining due to him and make a claim if there should be any error.

16. Quarterly balancing of wages and premiums.

At the end of every quarter each workman's account is prepared by the wages department. The number of hours worked is multiplied by the hourly wage, and the premiums (Vide nos. 3—6) and bonuses to which the workman has a right are added. Deduction having been made of the amounts received each week, of the contributions to the sick and widows' funds and for the compulsory savings bank, if there are any, etc. the quarterly account is paid to the workman. This quarterly regulation, by putting the workman in possession of from 5 to 65 florins extra per quarter, enables him to meet the extraordinary and necessary expenses for which the "average wage" does not suffice. This institution is so highly appreciated that, although this "quarterly regulation" is absolutely optional, only 13 out of 350 workmen preferred in 1899 to receive their exact account weekly. Some have even asked for a reduction of the

average wage in order that they might have a larger sum to dispose of on the day of the quarterly regulation. The importance which the Directorate attaches to its system of wages is reflected in the organisation of the wages account, which particularly interests the economists and business men who visit the factories, or who ask in writing for information about our social organisation.

b. SAVINGS.

17. VOLUNTARY SAVINGS BANK.

Deposits free. Rate of interest 5 %. At the office of the section for the "Interests of the Staff" money can be paid in or withdrawn at any time.

Each depositor receives on his first payment a booklet issued by the Directorate in which all deposits and withdrawals are noted and the interest entered.

The use that is made of this institution is not as extended as one might wish. This may be explained partly, by the fact that besides this bank, there is the "Premium Savings Bank" which is described hereunder, partly by this further fact that the majority of the members of the staff are men in the flower of life who sometimes have large families to bring up.

Deposits and interest 1875—1899 . . .	131.754.58[5] florins	(£ 10.980)
Withdrawals 1875—1899	94.341.65[5] „	(„ 7.862)
On 31 Dec. 1899, 276 persons had the right to a balance of.	37.412.93 florins	(£ 3.118)

18. COMPULSORY SAVINGS BANK.

The premiums for zeal and co-operation (Vide nos. 5 and 6) and the share of nett profits (Vide no. 9) are not paid entirely in cash to all the members of the staff. A part, according to the age of the person concerned and to the number of his children, is paid into the "Premium Savings Bank".

The following proportion of their premiums and of their share of profits is paid in by:

young men under 18 (apprentices). . .	90 %
„ „ from 18 to 23	75 %
unmarried men over 23	50 %
married men without children	40 %
„ „ with one child under 15 .	30 %
„ „ „ two children „ „ .	20 %
„ „ „ three „ „ „ .	10 %;

only „ „ „ four „ „ „ receive their premiums and their proportion of profits in their entirety in cash.

Interest at 1 % (4 % annually) on the amounts paid into the compulsory premium savings bank, is credited every three months to each depositor. The latter receives, at the end of each quarter, an abstract of his account. The revenue thus obtained, may be taken once annually.

Withdrawals take place on the occasion of marriage (Vide no. 39); the lying in of the workman's wife (Vide no. 40); when the depositor attains the age of 60 (Vide no. 41) and in case of death (Vide no. 44). In any of the other particular circumstances of life withdrawals may be asked for, the Directorate decides whether these circumstances, as alleged by the workman, justify a total or partial withdrawal.

This obligation to save has always had happy results, which have been generally appreciated by all those who have experienced them. Of late, there are those who call for the abolition of this compulsory saving; such a proceeding would certainly be equivalent to the suppression of the Bank and ought to be considered a most regrettable fact.

The advocates of this abolition pretend that the members of the staff are men enough to watch over their personal material interests and those of their families themselves, they forget that few individuals are strong enough to deprive themselves of the satisfaction of the daily wants of the family, in order to put something on one side, in view of the extraordinary circumstances of life. Once obliged to do so, then the household expenditure is regulated on the fixed weekly revenue, and the deprivation of a few pence is hardly felt. Besides this method of saving allows young people to get married without making debts which often weigh heavily and for a long time on the household, and from which they often do not free themselves during a lifetime, having once contracted the habit.

Deposits and interest 1879—1899 . . .	169.591.45[5] florins	(£ 14.133)
Repayments 1879—1899	120.842.66 „	(„ 10.070)
On the 31st Dec. 1899 264 persons had the right to a balance of	48.748.79[5] florins	(£ 4.063)

C. SHARE IN THE COMPANY'S CAPITAL.

19 Parts of shares.

If, by virtue of the profit sharing system, each member of the staff is more or less directly interested in the results of the Company's work, there is yet another way in which he may enjoy ets fruits, by investing his savings in the share capital of the Company. In 1882 Mr. Van Marken placed at the disposal of the section for the "Interests of the Staff", ten shares of 1000 florins at the issued price of 120 %, and founded "The administration of ten shares in the Netherlands Yeast and Spirit Factory". This administration issues share certi-

ficates of 10 florins each to any member who desires to buy them, up to a maximum of 10 shares (100 florins per head).

Mr. VAN MARKEN has bound himself to take up again any of these certificates at any time at the price of issue, 12 florins.

On 31 Dec. 1899, 57 persons held 510 parts of shares.

d. HYGIENE AND SAFETY IN THE FACTORY.

20. WORKMEN'S WATCH COMMITTEE.

This committee, composed of three members of the staff, is charged with the duty of regularly examining anything which can be done in the interests of health and security. Thanks to its control, one may say that everything possible has been done from the point of view of



Refreshment room and "Villa".

security; the committee is equally busy with the care of sanitary measures.

These efforts, made with a view of bettering the security and health of the staff, are not always sufficiently appreciated by them; on more than one occasion it has been necessary to threaten with punishment those who refuse to observe the measures decreed in the interests of health and safety.

21. FIRE BRIGADE.

The machinery at the disposal of the brigade is: one steam engine, one hand engine and several tap extinguishers.



FIRE BRIGADE.

The fire brigade, to which workmen of every shift belong, is a complete organisation of its kind. Under the command of the works' manager practices with the machinery regularly take place.

22. Refreshment room.

The comfortable refreshment room, with its pretty balcony looking out on to the Park, gives an opportunity of taking light meals during the half hour rests, which are too short to allow of going back home. Coffee may be



Refreshment room.

bought there, and there are to be found the most widely circulated newspapers, games of dominoes, draughts, chess, and in the neighbouring hall of the "Villa" (Vide no. 73) a billiard table and stereoscopes.

At night during the hours for meals, one may rest in the dormitory, situated below the refreshment room. Simple camp beds allow the workman to lay himself down to sleep.

There are certain operations which do not admit of a few of the workmen going home during the afternoon meal-time. These are allowed to bring their dinners to the refectory, where there is a special apparatus which keeps the dishes quite hot, but of which the workmen scarcely ever make use.

23. Baths.

The bath rooms, to the number of four, give an opportunity of taking a douche. By means of different taps the temperature of the water may be modified. Close to the dressing ward, there is a bath which may be used to take medicinal baths prescribed by the doctor. The shower-bath arrangements having become insufficient for the ever increasing number of workmen, plans of reconstruction and enlargement are at the present moment under examination. It is certain that the use of these baths, which is not very great, will grow when the installation is more perfect.

24. Working costumes.

The factory workmen each receive three working costumes. In chosing the patterns, due regard has been paid to safety. The workpeople have them washed and mended themselves. If they are beyond repair—of which the store-keeper is the judge—the old clothes may be exchanged for new ones.



Wardrobe.

25. Wardrobe.

Each workman has at his own disposal a locked wardrobe, in which he can lock up his clothes after having put on his workshop costume.

e. CO-OPERATION ("Collective Property Co. Limited").

Founded in 1884. Share capital 160.000 florins in 1600 shares of 100 florins each. Of this number 320 shares were disposed of and issued at the beginning. The remaining amount of 128.000 florins' worth of shares being unapplied for, the Company raised a loan of 128.000 florins at $4^1/_2\ ^0/_0$.

The objects of the Company are:

1st. to buy, build and lease sanitary houses, workshops, shops, wash-



AGNETA PARK.
Types of workmen's dwellings.



houses and baths, on the lands belonging to the Company in Agneta Park (Vide no. 26), or on lands adjoining the Netherlands Yeast and Spirit Co.:

2nd. to manufacture and sell by retail articles of daily consumption (Vide no. 28 and 29);

3rd. to manage establishments serving for physical and intellectual development (Vide no. 73).

All these are to be done in the first instance for the profit of the staff of the Yeast, Oil and Glue Factories, of the Van Marken Press and for the profit of the members of the limited Company.

Each member of the staff of these different establishments is perfectly free to purchase or not from the stores of the "Collective Property Co."

Having paid from the net profits the $4^1/_2$ % interest on the loan of this Company (which is absolutely independent of the factories), five per cent is deducted for the shareholders. The remainder is divided amongst the customers at the stores and the tenants of the dwellings, proportionately to the amount of their purchases and to the rent they have paid. However, instead of receiving this share of the profits in cash, it is handed to them in the shape of shares or parts of shares in the Company. The loan debentures and afterwards the shares are redeemed at par with the disposable cash resulting from profits. In this way the assets of the Company will, at the end of 30 to 40 years, have become the "Collective Property" of the new shareholders, that is to say of the former and present members of the staff, living in the Park, or dealing with the Company's stores, unless they have preferred to dispose of their shares.

(For fuller details, Vide nos. 26—29).

26. Workmen's dwellings.

For the construction of these houses, after serious study, the system of little groups (English cottages) has been preferred to the so-called barracks; that is to say small buildings for one or a very small number of families are preferred to great buildings for a relatively large number of families, with a right of common use of main entries, landings, stair-cases, courts etc., of which the "Familistère de Guise" is so brilliant an example.

Advantages of the system of small groups:

1st. Greater personal liberty for each family,

2nd. Greater cleanliness,

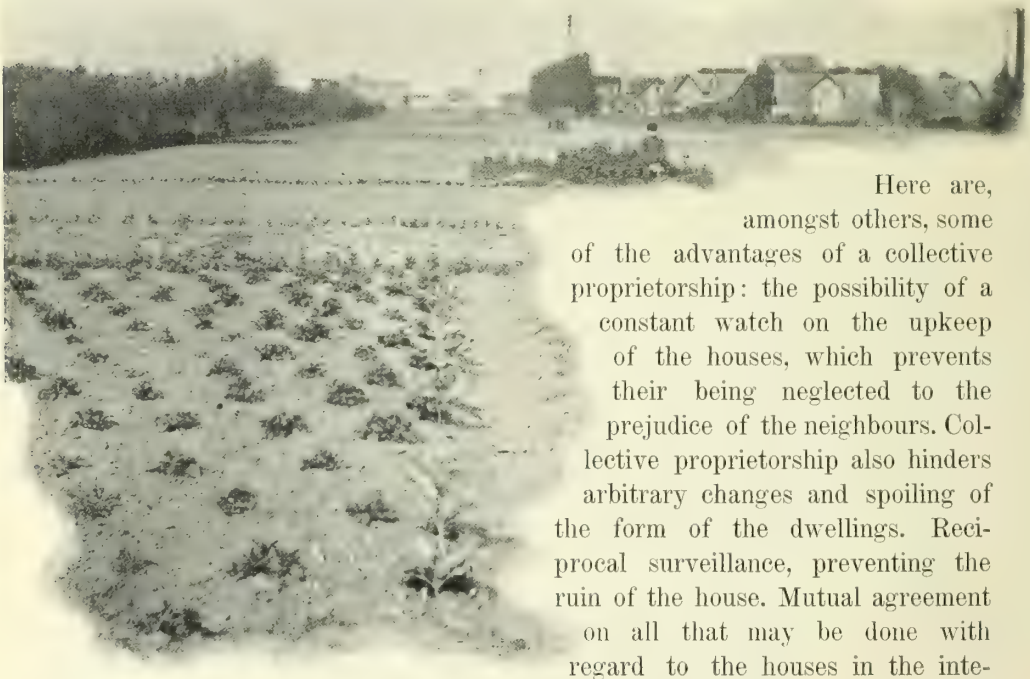
3rd. Fewer subjects for disputes between neighbours.

Disadvantages of the system of little groups: Construction and improvement more costly.

The "Collective Property" houses have been built solidly and with taste,

both as regards their exterior and interior. Each house is fronted with a corner of ground, (of about 13 square yards) where the tenants invariably cultivate flowers and other plants (Vide also no. 93).

This organisation of the Company (Vide supra) allows the inhabitants of the Park to acquire a right of collective proprietorship in these houses. Individual proprietorship is tabooed.



Allotment gardens in Agneta Park, in the background a part of the Park and of the factories.

Here are, amongst others, some of the advantages of a collective proprietorship: the possibility of a constant watch on the upkeep of the houses, which prevents their being neglected to the prejudice of the neighbours. Collective proprietorship also hinders arbitrary changes and spoiling of the form of the dwellings. Reciprocal surveillance, preventing the ruin of the house. Mutual agreement on all that may be done with regard to the houses in the interest of the inhabitants. Above all the great moral advantage: development of solidarity.

Although each member of the staff of the industrial establishments aforementioned is absolutely free to live in Agneta Park or elsewhere, the number of unlet houses has left little to be desired of late years. In spite of this fact the letting of the houses shows a disadvantageous figure in the profit and loss account of the Company. This disadvantageous figure is due in great part to the want of solidarity of a certain number of inhabitants who sometimes ruin the interior of the houses, in order that they may then exact from the Company repairs that have become necessary. However progress can already be reported for a considerable time past. Among the tenants is

found a large group of good elements, upon whom the continuous efforts made to foster the feeling of solidarity have not failed to exercise a visibly happy influence.

The number of families living in Agneta Park amounted on the 1st January 1900 to 74, giving a total of 386 persons.

27. Allotment gardens.

In a field quite close to the Park there are separate allotments of varying sizes which may be rented by the inhabitants of the Park so long as there are lands available, at an average rent of 1 fl. 75 c. per 100 sq. mètres.

This opportunity of cultivating the soil after being all day at the factory is much appreciated; in 1899 the number of tenants was 19, together cultivating the available ground of 10.000 sq. metres (4 acres).

28. Grocery stores.

One shop in Agneta Park; another in the centre of the town of Delft. Annual sales from the stores in the Park 40.000 fl., of the stores in the town 20,000 fl.

In these stores may be found, so to speak, all those articles which may be considered primarily necessary in every house; first, groceries in the widest sense; then bread, butter, sausages, bacon, etc., besides these, coal, glass ware, pottery, tobacco and cigars, beer, wine, etc.

Purchasers who receive their wages weekly have to pay at the week end; clerks paid by the month at the end of the month. Every purchaser who owes nothing at the end of the quarter receives a premium or discount of 2 % on the sum total of his purchases. The sales from the shops, although not insufficient, have not increased in the same degree as the staff of the various industrial establishments, for whose profit the Company was founded. All the articles in the shops are moreover of the first quality and are sold at the same price as in private shops.



Grocery store.

29. Haberdashery and clothing store.

Annual sale 14,000 fl.

This store could not and is not intended to suffice for all the exigencies of the caprices of fashion; but at the same time it is well supplied with haberdashery, with strong and durable stuffs for clothes and household articles, and with garments of ordinary manufacture.



Clothing store.

B. SUPPORT IN CRITICAL TIMES.

a. SICKNESS.

30. Wages paid for 8 weeks.

In case of illness, each member of the permanent staff has the right to his ordinary wages, for two months or eight weeks, at the maximum.

For those who have no fixed wage, either by the month or the week, the sum to be paid is regulated by the average wage earned ordinarily.

If the sick person draws, in addition, pay from a sick fund, this latter is deposited, in his name, in the compulsory savings bank.

31. Compulsory Sick-Club.

The members of the staff, with their families, are obliged to belong to this club. They pay a weekly contribution of

12 cents for the man
8 „ „ „ wife
3 „ „ each child under 18.

Children, having attained the age of 18, may be admitted as extraordinary members.

Each member chooses any doctor he wishes, provided the latter subscribes to the conditions of the club. (All the doctors in Delft have accepted them). The doctor may be changed at the beginning of each quarter. The club pays for all consultations at the doctor's house. The members have, however, the right to demand the attendance of the doctor at their own homes; in this case they pay to the club, over and above their contribution, from 5 to 15 cents per visit (up to a maximum of 5 visits a week; if the number of visits exceeds this maximum, it is the club which pays), according to the rank they occupy on the staff (night visits, double).

To have a prescription made up, two cents are due to the club, payable on delivery of the medicine.

This is the contract made by the club with the doctors and the chemist:

The revenue of the club (contributions, money paid for visits at home and for medicine) is used for paying the doctors and the chemist. The materials for dressing, trusses and the cost of administration are not carried to the account of the club. The net cost of the medicines (ingredients and packing) is deducted from the revenue of the club. The remainder is paid to the doctors, 82 %, and the chemist 18 %. The 82 % is paid to the doctors in proportion to the number of members (men, women and children) inscribed in the books of each one among them.

The members show themselves very well satisfied with the club: above all they appreciate the liberty of choosing their own doctor.

During a large number of years, the financial results of the club were such that the Company had to make up considerable deficits. Thus, for the working of 1896, the deficit amounted to no less than 2.600 florins. It was not possible to augment the contributions, as these were already high in comparison with other sick funds. The deficits were due to the arrangements made with the doctors and the chemist: the former received for each domiciliary visit 40 cents, for each consultation at their own houses 25 cents; and the chemist made out his bill without being bound by any formal agreement. The doctors and the chemist, recognising that the Company could not make up such considerable deficits every year, and sympathising with the objects of

the club, were disposed to accept the conditions above-mentioned. The staff ought to be grateful to these gentlemen for this kindness.

32. Voluntary mutual aid society.

A society of the members of the staff, with the object of mutual help. Membership optional; subscription 5 cents a week.

On the 1st of January 1900, the number of members was 80, with an income of about 250 florins and a capital of 700 florins.

33. Material and moral support of the family.

If the duration of the illness exceeds the fixed term, the further provisional assistance of the invalid is regulated by the Directorate, in concert with the chief of the section for the "Interests of the Staff".

From the preceding, it follows that, if the illness is prolonged beyond eight weeks, the right to help has ceased; nevertheless it also follows that the Directorate does not abandon the patient, if there is need. Although it does not wish to create any right, it has adopted as a principle, that the help given shall be in proportion to the number of children and the length of service.

The bachelor is paid 4 florins a week; if the man is married 2 florins are added to this sum; if he has children, this amount is increased by 1 florin for each child under 15; these sums are further increased by 15 cents a week for each year of service. The help given may not exceed the maximum, fixed at 10 florins a week.

34. Sister of charity (lay). Sick-attendant.

A lady employee (who may be called a lay sister of charity), attached to the section of the "Interests of the Staff", and who is in frequent contact with the families, visits them regularly in case of illness; if there is need for it and the circumstances justify it, she renders help in procuring stimulants for them.

Sick and wounded persons who have to undergo special treatment, or who need their dressings changed, are occasionally sent back by the surgeon to the dressing ward (Vide no. 35) of the factory. The latter gives instructions to the foreman sick attendant, who has to be in attendance at fixed times, and who, carefully following these instructions, has, in many cases, done excellent service.

b. ACCIDENTS.

35. Dressing ward.

A special room is arranged in order that in case of accidents first aid can be given. It is furnished with all necessary apparatus as advised by the surgeons.

36. Ambulance class.

For some years past the Directorate has ordered several members of the staff to attend courses in elementary surgery, courses which several doctors have given with the greatest benevolence for the good of this institution.

37. Wages paid until recovery.

Whoever in the service of the Company is the victim of an accident receives medical and surgical treatment and his wages in full up to the end of the treatment. For those who are members of the permanent staff this treatment is charged to the factory "Sick club" (membership obligatory). For those, who without being members of the permanent staff are reckoned among the irregular workmen (that is to say who are taken on when required at the time), this help is given by whatever sick fund they may belong to; if not a member of any such fund the Company undertakes the charge. The special surgical treatment is paid for by the Company, unless the injured person is treated gratuitously in a hospital. In every case the Company undertakes to pay the wages. At the beginning, the Company had for 7 years a contract with a Dutch Company for Accidents followed by death or for absolute or partial disablement. Thus, the staff had the right to the benefits which the Company undertook to give: in case of death or of absolute impossibility to work, double one year's salary, in case of partial disablement from work, a smaller sum in proportion to the gravity of the accident.



Dressing ward.

Experience having however shewn during a long period that the premiums paid to this Company each year, considerably exceeded the amount received

in benefits; that the payment of the total amount in one sum defeated the end in view and finally, and above all, that this sum was absolutely insufficient for the needs of the case: in 1893, it was decided that the Company should take these cases of accident at its own risk and peril, a proceeding which could have no inconvenient consequences, seeing the ever growing numbers of the workpeople. This arrangement has preserved to the staff the rights formerly guaranteed by the Company. It is only in the case of a few irregular artisans (carpenters, painters etc.) that a contract is still in existence, owing to quite exceptional circumstances.

38. Material and moral support of permanent invalids.

Should an accident result in absolute or partial disablement, the interested party is consulted as to whether he wishes to remain in the factory in another capacity or to be retired. Up to now, these workmen have always remained; little by little they have become habituated to new work, which occasionally has enabled them to earn higher wages than formerly. The retiring pension which may be given to those who work by the week—regulated on the pensions in cases of permanent disability (not due to accident or continued illness)—would amount to a maximum of 10 florins a week; for the rest it would be fixed with regard to the degree of incapacity, to the position of the family and to the number of years of service of the interested party.

The irregular workers—whether a contract has been made on their behalf or not with an assurance company cannot make valid any other right than that of the benefit which would be given or is actually given in virtue of such a contract. It is necessary however to remark, that in case of insufficiency of such benefit, the Company comes to the help of the sufferer, as far as is possible.

In case of death as the result of the accident, the widow and children receive a maximum pension of 8 florins a week, if he were a member of the permanent staff (Vide no. 45). The family of an irregular workman receives, in lieu of a pension, double one year's wages.

c. MARRIAGE.

39. Partial withdrawal of compulsory savings (Vide nº. 18).

On marriage, one has the right to withdraw from the compulsory savings bank a sum equal to twenty-five times one week's wages, provided that the total saved amounts to this sum.

Total withdrawals 1879—'99 (166 marriages) 24.526 florins 85 cents (£ 2.044).

d. ACCOUCHEMENT.

40. Partial withdrawal of compulsory savings.

Withdrawal of twice the amount of one week's wages, on the condition afore-mentioned (Vide no. 39).

Total withdrawals 1879—'99 (858 accouchements) 16.585 fl. 45 cents (£ 1.382).

e. OLD AGE.

41. Total withdrawal of compulsory savings.

Whoever is retired at the age of 60, may withdraw the amount entered to his credit in the compulsory savings bank. In cases where the retirement is postponed—the workman being still capable and the pension small, in consequence of his advanced age at the time of entering the service of the Company—this withdrawal is also postponed until the time when he leaves the service of the Company, unless the Directorate should find that valid reasons exist to allow the withdrawal.

Total withdrawals (27 cases) 1276 florins 42 cents (£ 106).

42. Retiring pension at the age of 60.

The whole of the premiums (7 % of the annual wages) is paid by the Company, in such a way that, if they are paid from the 21st up to the 60th year, the total pension resulting from these 40 life annuities is equal to the amount of the fixed salary which the interested party has enjoyed during an average year.

Each member of the staff receives a policy at the end of every year: in case of dismissal the right to the life annuities, for which the premiums have been paid, remains intact.

The life annuities are bought in the "National Life Assurance Co." in Rotterdam; the policies are deposited in the factory; the insured persons receive pension books, in which the payments and life annuities which they represent are noted and initialled by the Directorate.

It is clear that this institution cannot make its full effect felt until 1919, when it will have existed 40 years. All those who were of an advanced age at the time of entering the Company's service, will have an insufficient retiring pension; it is almost the same with those who on entering the service, have passed the age of 25. These latter are therefore obliged to pay supplementary premiums to those paid by the Company; the former when their strength does not allow of their working after their 60th year, receive allocations from the

funds formed by special membership (Vide no. 11) up to a maximum of 10 florins a week. (Vide no. 33).

1879 '99: 340 insured pensions, of which the amount will be 104.000 florins (£ 8.666).

f. DEATH.

43. Insured capital.

The premiums (2 % of annual wages) are paid by the Company.

The sum insured in case of death before the age of 60, is 9 % of the total wages received during the time in which the deceased has been in the service of the Company. The amount of the life insurance therefore agrees with the sum of the premiums paid, noted in the pension book. (Vide no. 42).

1879—'99: 340 insured capitals, of which the amount will be 308.000 florins (£ 25.666).

44. Total repayment of compulsory savings.

Generally the amount is divided between the widow and the children and paid to their account in the voluntary savings bank. The committee of the "Widows' Fund" in agreement with the widow, then takes charge of the administration of these sums.

Total repayments 1879—'99 (16 widows) 1618 florins 23 cents (£ 135).

45. Widows' Fund.

Administered by 3 members of the permanent staff, elected by their comrades, under the presidency of the chief of the section of the "Interests of the Staff".

This is not insurance, it is a charity exercised by the Directorate and the staff, within the limits of the contributors' means and with regard to the wants and resources of the widows.

Each one of the directors and members of the staff contributes 1 % of his salary, premiums and share of profits to the treasury of the Fund; the Company adds one half of this total.

So long and up to the amount that she needs, and whilst neither she nor her children are able to provide for their maintainance, each widow receives a maximum allowance of 4 florins for herself and 1 florin for each child under 15. Maximum for a family 8 florins.

The administration of the Fund fixes the allowance of each widow in private. The latter may appeal to the "Kernel" from the decisions of the administrators.

In the interest of the widow, the administration of this Fund, in concert with the widow, undertakes the management of her finances. Thus the money in the compulsory savings bank is generally transferred to the voluntary savings bank.

On the 1st January 1900, 23 widows enjoyed allowances representing a total sum of 112 florins a week, and allowing them to live, simply it is true, but without too much care.

Total allowances 1886—1899 up to 53.629 florins 52 cents (£ 4.469).

g. FIRE.

46. Collective insurance.

The Dutch workman scarcely ever thinks of insuring his belongings against the risk of fire. And yet, this furniture, laboriously acquired, completed, during an entire lifetime and . . . burnt in a few hours, sometimes represents the whole, and in every case a considerable part, of the possessions of the family.

Insuring the furniture against fire is therefore of the greatest necessity, to preserve the family from unforeseen disaster. A collective policy insures 168 households for a sum total of 163.250 florins. The mean premium is at the rate of 1 florin 25 cents per thousand.

h. UNFORESEEN CIRCUMSTANCES.

47. Advances on wages.

An advance from the premium savings bank is granted, if the applicant destines the money for some sound investment, (buying a house, extinction of a mortgage, purchase of shares in the Netherlands Yeast and Spirit Co., life insurance, etc.).

In special cases, the members of the staff may obtain an advance from the section of the "Interests of the Staff", for example at the beginning of the winter, for the purchase of winter provisions. The sum advanced must be repaid in 26 weekly instalments.

The purchasers give a receipt for the articles bought to the vendors; the accounts are paid by the section for the "Interests of the Staff".

Under special circumstances, submitted to the decision of the head of the section for the "Interests of the Staff" advances are granted on conditions agreed upon in each particular case.

Use is often made, perhaps too often, of the facilities for obtaining an advance: nevertheless the fact must not be lost sight of that a considerable

part of the advances may be considered as payment of wages already earned, which, in any case, would have to be paid out at the end of the quarter. (Vide no. 16).

The Directorate endeavours to make this anticipated payment in the true interest of the family, to prevent them from regulating so to speak, the household expenses on regular advances.

Apart from quite exceptional cases, the advances vary from 5 to 30 florins.

C. SUPPORT OF THE COMMUNITY.

a. BUDGETS OF THE INSTITUTIONS.

48. Fund for common purposes.

The Common Purpose Fund constitutes the resources of all the institutions. It consists of a part of the subsidy of the Company to cover the budget ordinarily allotted to the United Committee (Vide no. 102) for the regular working of the different institutions. On the other hand it is formed by the collective share of the profits voted by the Kernel, further by the gifts of the Company made for some special purpose in the interest of the community and finally by the voluntary donations of persons interested in the social work of the Company. It is from this Fund that the necessary sums for the building and installation of the "Community" building were taken (Vide no. 75), it is this Fund that paid for the installation of the gymnasium, for musical instruments, and for the other different acquisitions of greater or less importance, which are together the collective property of the industrial establishments.



The dawn of intellectual development.

III. INTELLECTUAL AND MORAL DEVELOPMENT.

A. TEACHING AND CARE OF CHILDREN.

a. CHILDREN IN GENERAL.

49. Playground.



Playground.

As early as 1879, Mr. Van Marken marked out a part of the ground adjoining the Yeast Factory as a playground for the children of the staff. After the creation of "Agneta Park" another much larger playground was inaugurated close to "The Tent" (Vide no. 74). Here are found all sorts of children's games, (swings, see-saw, round-abouts, etc), and shelters for the mothers who come to watch over the games of their little ones. The play ground is also much frequented, during the fine weather, by the little pupils of the kindergarten (Vide no. 54).

50. Surveillance of school attendance.

The aim of this surveillance, which is exercised by the wives of the directors assisted by a committee of ladies, is to assist parents and teachers, so that the school attendance may be as regular and useful as possible. Since the foundation of the Yeast Factory (1870) this care has been exercised in different ways; first there were



Playground.

meetings with the parents held regularly, where the teachers submitted a monthly report on the progress, application and absences from class of the children of the staff. Later, when the latter had become too numerous to continue the meetings with all the parents, the committee decided to consult them in domiciliary visits, whenever these seemed necessary or desirable. However some of the teachers, taking their stand on a certain pedagogic point of view, raised difficulties, refused to furnish detailed reports about their pupils —the standard applied in the various schools differed— and contented themselves with indicating the absences from class.

Nevertheless, a short time ago, the teachers, acting in concert with the committee, desired to give more complete information. They did not shrink from the inevitable labour, having unanimously recognised the excellent results of the committee's care. Thus, henceforth they will take note not only of absences from class, but also of late attendances, and if possible of the excuses alleged in either case. Besides this, they will take careful note of conduct and application, thus, the progress, properly so called, is not at present submitted for the judgment of the committee, for the reasons given above.

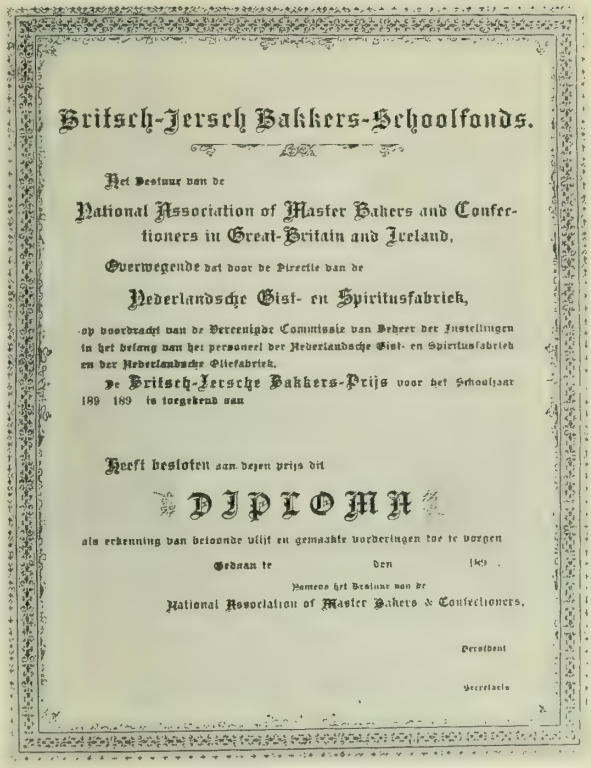
Last year 650 children were placed under the care of the committee.



Visit of English Bakers (no. 52).
The arrival at the Factory.

51. Scholars' festivals. Prizes.

All the pupils mentioned in the preceding number (50) are invited to a festival every year, where all those whose conduct and progress, during the past year, have been satisfactory, receive a little present (book, plaything, needle-case, etc.) Those whose application and progress have left much to be desired, are excluded from this festival. Of late years, this festival has always taken place in the winter; two evenings in succession, the great hall of the "Community" (Vide no. 75) was filled with joyous infantile voices, while the prizes were distributed, refreshments served and the electric magic-lantern exhibited. Latterly it has been decided to organise festivals alternately in summer and winter.


Britsch-Jersch Bakkers-Schoolfonds.

Het Bestuur van de

National Association of Master Bakers and Confectioners in Great-Britain and Ireland,

Overwegende dat door de Directie van de

Nederlandsche Gist- en Spiritusfabriek,

op voordracht van de Vereenigde Commissie van Bestuur der Instellingen in het belang van het personeel der Nederlandsche Gist- en Spiritusfabriek en der Nederlandsche Oliefabriek,

De Britsch-Jersche Bakkers-Prijs voor het Schooljaar 189 189 is toegekend aan

Heeft besloten aan dezen prijs dit

DIPLOMA

als erkenning van betoonde vlijt en gemaakte vorderingen toe te voegen

Gedaan te den 189 .

Namens het Bestuur van de

National Association of Master Bakers & Confectioners,

President

Secretaris

Diploma (no. 52.)

52. Prize for excellence founded by British bakers.

At the time of their visit (in 1893) to the Yeast Factory and Agneta Park, where they had been invited by the Directorate, 300 members of the National Association of Master Bakers and Confectioners handed over, at the time of leaving, the sum of £ 30 to the Directorate, with the request that they would use it for the benefit of the staff. As a permanent souvenir of this "Pilgrimage to Yeastland", this sum was devoted to an "British Bakers' Scholarship Fund", the interest of which is used every year to furnish four prizes: two for boys and two for girls who have been most distinguished for application, conduct and progress, amongst all the pupils of the schools (schools of sewing, knitting, repetition, etc.). One prize is

reserved for a girl under 13, another for a girl over 13. The other two are bestowed upon a factory apprentice and a junior in the office. The prize-winners receive in addition a framed diploma, signed by the president and secretary of the National Association. These prizes are reckoned a high distinction.

53. Children's library.

This forms a special section of the Public Library (no. 67) and is open daily from 5.30 to 6.30. The loan of books is free, and is made by a clerk; the regular purchase of books is undertaken by the special library committee, of which one member is a lady.

b. CHILDREN UNDER 6.

54. Kindergarten (Froebel's system).

As the kindergarten schools of the town of Delft are too distant to allow the inhabitants of Agneta Park to send their children to them, and as household cares most frequently prevent the mothers from devoting themselves to this part of their task, a school on the Froebel system has been established in the "Community".



Kindergarten.

Weekly fees: 10 cents per child, 5 cents for each additional child from the same family. On the 1st of January 1900 the school was attended by 47 pupils. The instruction is entrusted to a certificated mistress and two assistants.

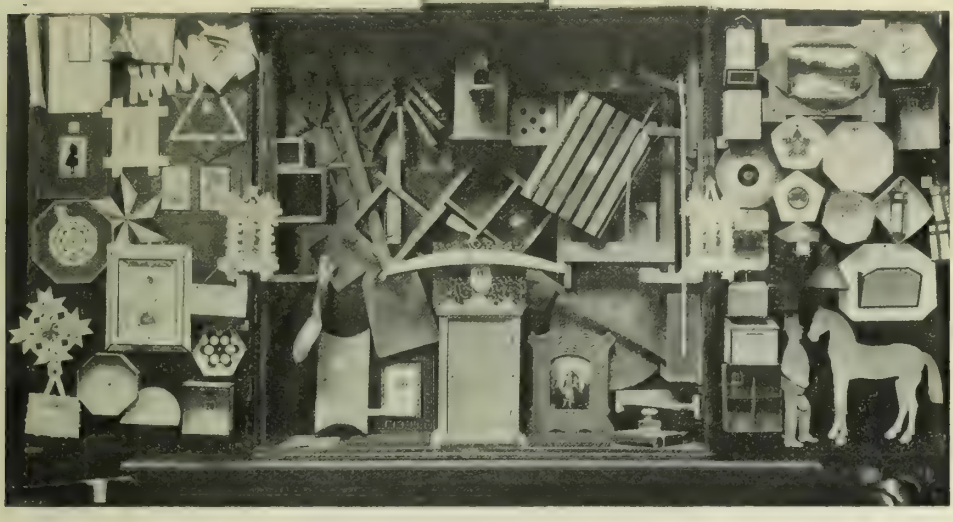
c. BOYS OF 12 TO 18.

55. School of manual work.

This school at the same time enables the sons of members of the staff to perfect themselves in every kind of manual work, and to develop a taste for order and accuracy (the well known Swedish "Slöjd" system).

The management is entrusted to an instructor who has visited the celebrated institution at Nääs (Sweden), at the expense of the Company.

A committee chosen from amongst the members of the staff, and having for its president the chief mechanical-engineer of the Factory, is entrusted with the surveillance of the teaching. On the 1st January 1900, there were 68 pupils in the school. There is an annual exhibition of work in the "Community" building (Vide no. 95).



Articles made by the pupils in the School of Manual Work.

d. LITTLE GIRLS OF 6 TO 13.

56. Knitting school.

Although this very simple feminine manual work is taught in all the schools and the mothers are perfectly capable of assisting their children, the large number of pupils (42), living principally in the Park and attending the school in "the Community", proves that it supplies a real want. Lessons are given four times a week from 5.30 to 7 p. m. Fee: 10 cents a week.

e. YOUNG GIRLS FROM 13 TO 16.

57. Sewing school.

Lessons are given four days a week from 2 to 4 o'clock, by an experienced teacher. On the 1st January 1900 ten young persons were on the books.

Girls of this age are mostly general servants in middle-class houses where for a wage of a few pence, and sometimes, but not always their board, their employers profit by and often abuse their young strength, scarcely allowing them even the leisure to go out for an hour or two with a view to teaching themselves.

f. GIRLS OF OVER 16. MOTHERS OF FAMILIES.

58. Sewing, mending and cutting-out classes.

The same course as that in no. 57; but the pupils are a little older and the lessons cover more ground, according to the progress of the pupils. The attendance is very variable, and depends generally on the good-will of their mistresses.



Sewing school.

A separate course is designed for mothers of families, who do not sufficiently understand that a good needlewoman, particularly at mending, is a veritable treasure in a workman's household.

59. Domestic economy class.

Cookery and domestic economy classes have been held from time to time with moderate success. Although these classes are of the greatest importance

to the great majority of the mothers of working families, it annoys them that their failings in this direction should be recognised by each other. These failings are however very excusable, as domestic instruction forms no part of the programme of primary schools. Most often they do not recognise their incapacity at all, which is much worse.

B. APPRENTICESHIP.

a. APPRENTICES IN GENERAL.

The system of apprenticeship has undergone many changes in the course of years.

In 1882 several of the workmen who had been engaged from the formation of the Yeast Factory in 1870, had attained an age at which the question of the future of their sons, leaving school one after another, began to occupy their thoughts. Mr. VAN MARKEN published at that time a series of articles in the "Factory Messenger", entitled "Our boys", in which he thoroughly dealt with this burning question, which is so important to every father of a family. He added thereto Regulations for the education of apprentices, "to give an opportunity to members of the staff of having their 13 year old sons, who left the primary school with a certificate of good conduct and satisfactory progress, admitted to the factory as apprentices. The aim of this measure would be:

"1st to give to the boys the necessary theoretical and practical instruction to make them capable workmen and good citizens; 2nd to prepare skillful, intelligent and faithful workmen for the service of the Company." The apprentices were to be "put under the charge and protection of the entire staff, and confided to the special control of a workman or clerk under the general direction of the head of the section for the "Interests of the Staff".

It was expressly stipulated that "as far as the work exacted from apprentices is concerned, the interest of their instruction shall be the first consideration and not the direct interests of the Company at the moment."

The morning, from 7 to 9 o'clock, was to be devoted to the repetition and continuation of primary instruction. The time from 9 till noon, and from 2 to 6 in the afternoon was to be spent in the factory. During the first year each pupil would pass through all the different workshops, in order to have

a superficial acquaintance with the manufacture and the different constructive works. After this first year, by agreement with their parents they would have the choice between apprenticeship to the manufacture (of yeast and spirit) or apprenticeship to a craft (carpenter, mason, smith, etc.).

The apprentices would have no salary, to which they have no right, but their parents would enjoy an allowance rising with their age from 50 cents to 5 florins, of which 10 % would be allotted to the boys as pocket money.

After the age of 17 the apprenticeship would end. After examination they would receive a diploma and would be obliged to leave the service of



Repetition school.

the factory and would be assisted to obtain a situation elsewhere. After two years work to the satisfaction of their master or successive masters, they would have preference for any vacancies in the Company's service.

Despite the good intentions which directed this organisation, it has never borne the wished for fruit, evidently from lack of teaching talent and also from an unfortunate want of good-will on the part of the workmen. "What business of mine is this rascal who only worries me at my work?" And the apprentices without learning anything were scarcely better satisfied,

abandoned mostly to their own devices, they became stupid or else amused themselves singly or in groups by getting into mischief.

In short the system did not succeed. In spite of this disillusionment the principle of apprenticeship has not been abolished, but the application of it has been modified many times. The ideal of a working school for "the sons of our comrades", for "our children of the community", the motto "the interests of our apprentices before all, and the interests of the factory will afterwards come of themselves", all that has had to be given up.

60. Repetition classes.

We will suppress the successive stages, through which apprenticeship has passed in the course of years. The existing organisation may be summed up as follows: The number of apprentices is limited according to the needs of the work. We can however state that boys of this age are never sacrificed in our factories in order to have cheap labour. There are only artisans' assistants, who, as is generally the case everywhere, must learn the trade by helping. Their master-workmen have special charge to instruct them as far as is possible and to make regular reports on their progress. They are obliged to attend the excellent "Evening school" established at Delft, where all the necessary theoretical instruction is given to young workpeople and where their assiduity and progress are regularly controlled. The Company pays the fee (10 florins a head) and supplies the pupils with everything necessary for their studies.

For their physical and hygienic benefit they are obliged to attend the gymnastic lessons (Vide no. 61) at the Community gymnasium (Vide no. 75).

The apprenticeship for young clerks gives much more satisfactory results. (Vide nos. 64—66).

For the rest, neither women nor children are employed, on principle, in the works directed by Mr. Van Marken. Only in the packing warehouse half a score boys of from 13 to 16 are employed to wrap the small parcels of yeast in paper, a very light job which requires small and supple hands. At first these boys were included in the apprenticeship system, but this had to be given up on account of the great changes in this small staff: generally they only stay a few months or even weeks; at the time of entry even they are advised to look for more intellectual work as soon as possible, and they are assisted to find an employer with whom they may learn some solid craft. It is the same in the Glue Factory with the boys who put the stabs of glue on the dryers.

61. Gymnastic class.

Attendance at this class (once a week) is obligatory for young clerks whose daily occupation is not favourable to physical development, which is even more serious because in many cases an office career is chosen because one's physique does not allow him to be exposed to the fatigue of a craft. This compulsory attendance is not at first very agreeable to the young people; in following the class however they find in it an ever-growing pleasure and the "Sparta" club (Vide no. 80) reckons its supporters as much from the staff of the offices as from that of the factory.

62. Students' excursions.

Visits are paid to the neighbouring ports (Rotterdam); to factories, historical monuments etc. The expenses are borne partially by the pupils who put aside a small subscription every week. This personal sacrifice increases the pleasure given by these excursions.

b. APPRENTICES IN THE WORKSHOPS.

63. Professional course.

It is often said that a constructive or rather a repairing workshop in a factory is a school less favourable to the professional development of the young workman than to that of the small master. The truth is that a very restricted number of apprentices may learn the craft as well or even better in the factory workshop; first rate workmen who have issued from among the Company's apprentices, prove this. One or two expressly chosen workmen are entrusted with the practical instruction under the direction of the head of the workshop and of the special committee for apprenticeship.

c. YOUNG CLERKS.

64. Grammar and correspondence classes (4 languages).

The course embraces 4 modern languages: French, English, German and Dutch.

The grammar classes are obligatory.

The correspondence classes begin at the age of 18, after the apprentice has become an assistant-clerk. Attendance is optional but there are very few pupils who do not regularly attend several courses.

65. Book-keeping class.

For assistant clerks above 18. Attendance optional as in the correspondence class. The pupils often go in for the examinations of some national association of clerks, whose diplomas are much thought of and they are almost invariably successful.

66. Class in commercial law.

Attendance optional as in nos. 64 and 65.

Pupils in these classes pay an annual fee from $7^1/_2$ fl. per course; up to a maximum of 20 florins per year. The remaining expenses of these classes (salaries of teachers) are deducted from the budget of the "Committee for Intellectual Interests" (Vide no. 102). In exceptional cases the amount of the fee is reduced (fathers of families).

A total of 33 persons were entered for different courses on the 1st January 1900.

C. INTELLECTUAL DEVELOPMENT FOR ADULTS.

a. READING.

67. Public library.

In 1878 a library had already been founded for the use of the staff of the Yeast Factory. Twice a week Mrs. Van Marken distributed books, and found means to direct the reading of the members, and more particularly of the children, without their perceiving it.

At the present time, this library, comprising 2.500 volumes, is established in one of the rooms of the "Community". The number of volumes issued to borrowers is on an average over 5000 a year. Adults ask mostly for historical novels, the young people prefer hunting and travelling adventures.

68. Van Marken library.

This library has been open to the members of the staff and private borrowers since 1894. It is the private property of Mr. Van Marken and comprises 3.000 vols. Dutch and foreign literature, history, geography, art

and education, jurisprudence, and above all social and political economy. Books applied for about 200 per annum.

69. Reading room.

The reading room, situated in the "Community", where at first some hundred newspapers daily and weekly and reviews were placed, did not



Reading room.

attract the expected number of readers. On the one hand this was caused by ignorance and indifference; on the other it is indisputable that a large number of workmen prefer to read at home the newspaper to which they subscribe; others again, after a day's work of 10 hours, are little disposed to yield themselves to any reading calling for sustained attention.

70. Circulating portfolios of periodical publications.

As the workmen did not come to the reading room of the "Community", in 1896 it was decided to make them one at home. The reviews and weekly papers—generally speaking all except the daily papers are divided into several sets: three or four magazines are enclosed in a portfolio, and are taken home for 3 or 4 days. Workmen can become subscribers by payment of 5 cents a month, those below the rank of clerk 10 cents, clerks and higher officials 25 cents a month.

The small desire to visit the reading room should not be attributed to a lack of love for reading: the frequent use which is made of the library should suffice to dissipate this idea. These circulating libraries supply a new proof to the contrary: in a very short time over one hundred applications to subscribe were received. This number, it is true, declined later, but mainly because membership of the reading society "Co-operation" which will be mentioned below, has been facilitated; on the 1st January 1900 the subscribers still totalled 57.

The reviews of a scientific kind are circulated gratuitously, also in portfolios, among the clerks and higher officials who are interested in them by reason of their work, or who express a wish for them.

They are divided into three classes: 1st technical, 2nd commercial, 3rd social.

The circulating reading society "Co-operation" has a more general character. Founded by a few of the higher officials, with a view to reading in common the best national and foreign reviews and illustrated periodicals, it has grown considerably, so that now it counts 35 readers, divided into two classes:

A. (22 readers) subscription 10 florins annually.
B. (13 „) „ 4 „ „

The only difference is that the reviews and periodicals are circulated first in class A, afterwards in B.

b. MEETINGS.

71. Conferences.

These conferences are organised in the reading room of the "Community" by the "Committee for scientific conferences" when opportunity offers, and above all in proportion as we find, within the circle of the staff and outside it, capable persons who are willing to hold a conference.

Last winter among others, a well known French savant, M. Chailley Bert, gave a much applauded lecture on the Transvaal to a numerous audience. M. l'abbé Daens, the Belgian christian-socialist, gave a talk on universal suffrage.

With few exceptions the interest taken in these lectures leaves much to be desired.



Athletic clubs.

IV. SPIRIT OF COMRADESHIP AND COMMUNITY.

When man is no longer troubled as to his daily bread, when in addition he knows that he is insured against all the dangers, foreseen or unforeseen, to which human life is exposed, when his material wants are no longer the sole preoccupation of his mind, then he has arrived at that degree of well-being in which the adornment of life becomes a need of a new kind.

Intellectual development and recreation have entered into his existence.

The social man is born in him. He lives no longer to himself alone. He seeks to learn, to discuss the problems of the day, to amuse himself with his comrades. He feels himself a member of the community, and desires to fill his position there, as much for the enjoyment of that which it can give him, for the use of his rights, as for the accomplishment of his duties, for the personal payment he makes in return.

At the end of the preceding chapter we have just shown what has been done to respond to the intellectual needs of the adults. The present chapter gives a glance at the means, which are at the disposition of the staff for recreation, for meeting in good fellowship, for the cultivation of body and mind together, of artistic taste and the healthful use of muscular strength.

A. PLACES OF RECREATION.

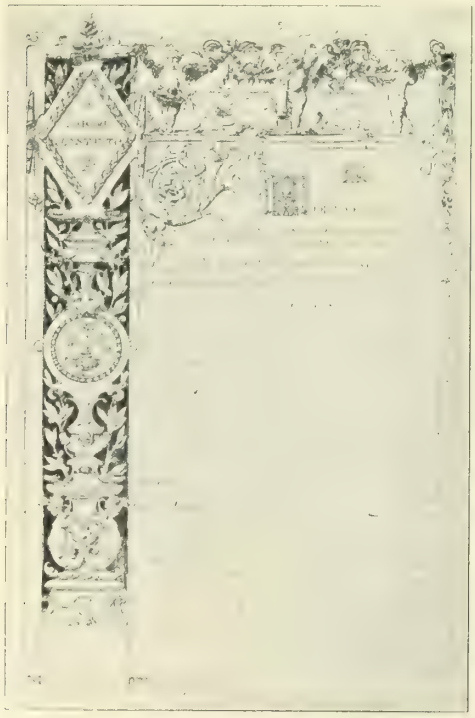
72. "Agneta Park".

The idea of living as a family in the midst of their employees, in a spot which would not, at the first glance, bear any resemblance to the general

type of the "workmen's city", had for many long years haunted the mind and heart of Mr. and Mrs. VAN MARKEN.

In 1879 they had already bought a meadow which was separated from the Yeast Factory by the railway line only. Different circumstances however delayed the execution of the project which they had conceived on the plans of the celebrated architect-gardener ZOCHER of Harlem.

At last in 1882 the work was commenced, and these labours were inaugurated by a ceremony which did not lack the poetic element. On the 7th April Mr. and Mrs. VAN MARKEN celebrated, according to the Dutch custom, their "copper wedding". At the end of a repast on the morrow, at which the nearest kin were met, the guests were invited to betake themselves to the meadow aforesaid, and to sign in duplicate a document which we re-produce here. Here is the translation of the text:



Act of foundation of Agneta Park (shewing the first trees planted by the VAN MARKEN family).

In memory of the 7th April 1882, the day of the copper wedding of

Jacob Cornelis van Marken

and

Agneta Wilhelmina Johanna Matthes

who hope to realise upon this meadow a favourite idea and thus to complete their life task, the first nineteen trees of the

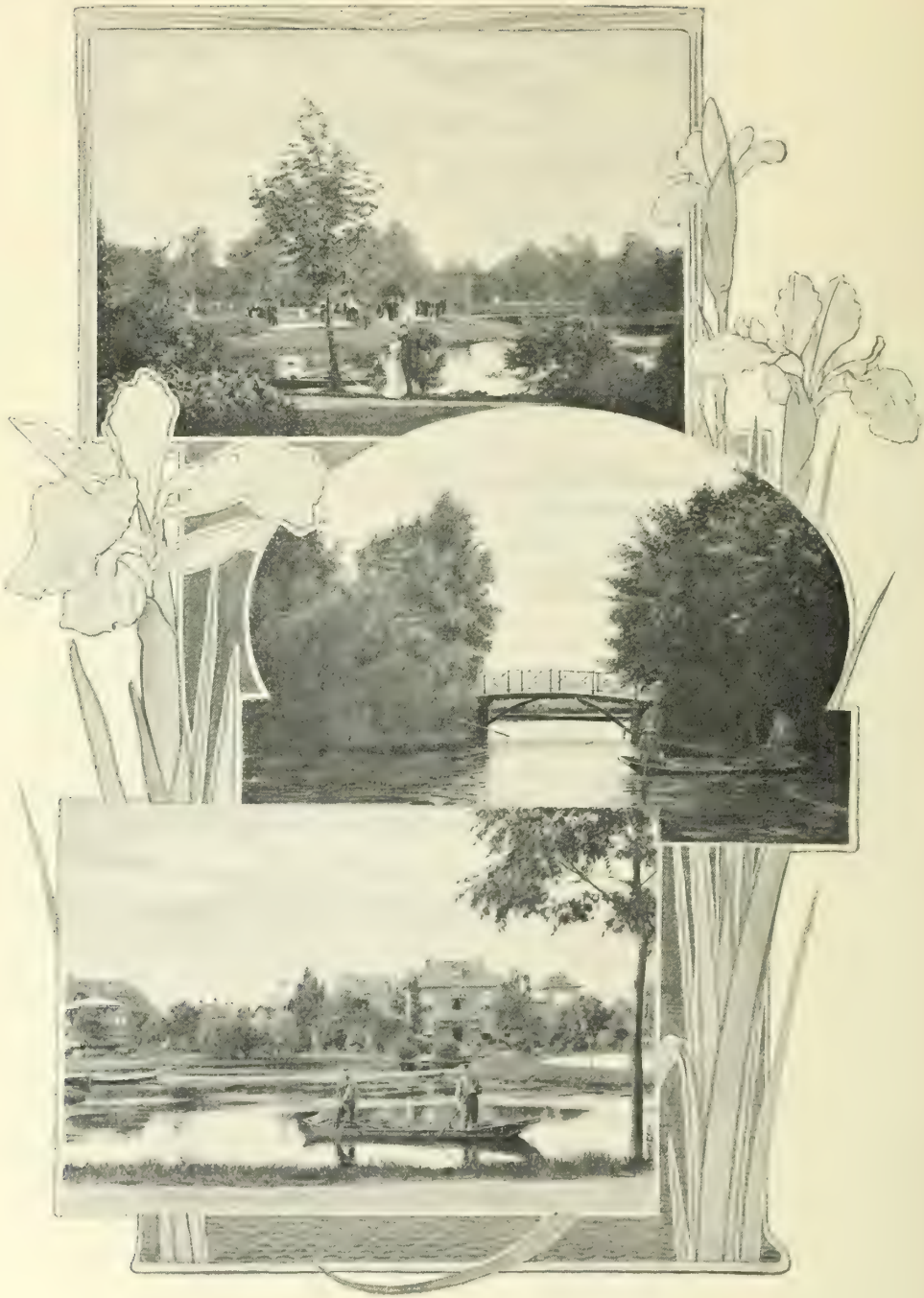
AGNETA PARK

have been planted here by

(here follow the signatures: in the middle that of the aged father, at the side those of the son (the director) and of two grandsons all bearing the same name J. C. VAN MARKEN; then all around the signatures of Mrs. VAN MARKEN, and sixteen brothers, brothers-in-law, sisters and sisters-in-law)

by whom a document, identical with the present one, has been prepared and placed in the earth this 8th April 1882.

To-day those 19 trees have become a little wood. The oak rises in the middle and mingles its robust branches with those of the others, but the



AGNETA PARK
founded by Mr. and Mrs. VAN MARKEN in 1882.

revered old man who planted it sleeps since 1886 otherwhere, beneath the foliage of the cemetery at Amsterdam, where he had preached the Gospel and love of one's neighbour for more than 30 years. The social work of his son, which he inspired, lay very near his heart. His lofty spirit still hovers over Agneta Park, where Mr. and Mrs. VAN MARKEN have had the rare happiness of seeing their ideal realised, where for 16 years they have dwelt in the most cordial relation with the most devoted members of the workers' "family", where they continue to complete and hope to finish their life work.

Agneta Park covers an area of 4 hectares (nearly 10 acres), is planted with full grown trees and embellished with lawns and flower beds. The soil necessary to raise these "polder" tracts has provided ornamental lakes which have been dug out and which give a charming aspect to the entire vicinity.

The Park, although (with the exception of the part built upon) the private property of Mr. and Mrs. VAN MARKEN, is open to the public and forms the most delightful and most frequented promenade in Delft.

73. "THE VILLA".

This "historic" building, of modest air, with its little garden, was from 1879 to 1883 the one place of meeting and recreation, where old and young encountered each other in the evening, after the day's task, or met on Sunday in company with their wives and children. Although first "the Tent" and afterwards "the Community", with their larger space, have replaced it advantageously, it still renders good service as a billiard-room, or as a meeting place for intimate comrades. It has a door communicating with the refectory.

74. "THE TENT". SUMMER-CASINO.

In a secluded corner of the Park, a wooden pavilion, surrounded by a charming verandah, decked with flowers, is to be found. It issues from a thicket of foliage, and gives hospitality to the mothers, who armed with needlework, come to watch over their children's games in the gymnasium, in the playground around. This building served for other purposes at first, and amongst others housed the schools, which later found better shelter under the broader wings of "the Community", but it always remains a spot chosen as a summer club, and the performances of the various musical societies, which are regularly held, make it a place of great attraction.

A stage, and a bar, from which spirituous liquors only are excluded, and whose moderate prices are at the command of every purse, are to be found there.

In order that the greatest possible number of persons may share the pleasures of this inclosure, as well as to induce them to participate in the intellectual recreations, subscription tickets giving admission to "the Tent" and its pleasure garden as well as to "the Community" and the greater part of the meetings, concerts etc., which are organised in these two places, are put at the disposal of the inhabitants of Delft, who do not form part of the staff of the factories, at the rate of $2^1/_2$ florins annually, for an entire family.



English visitors in front of "the Tent".

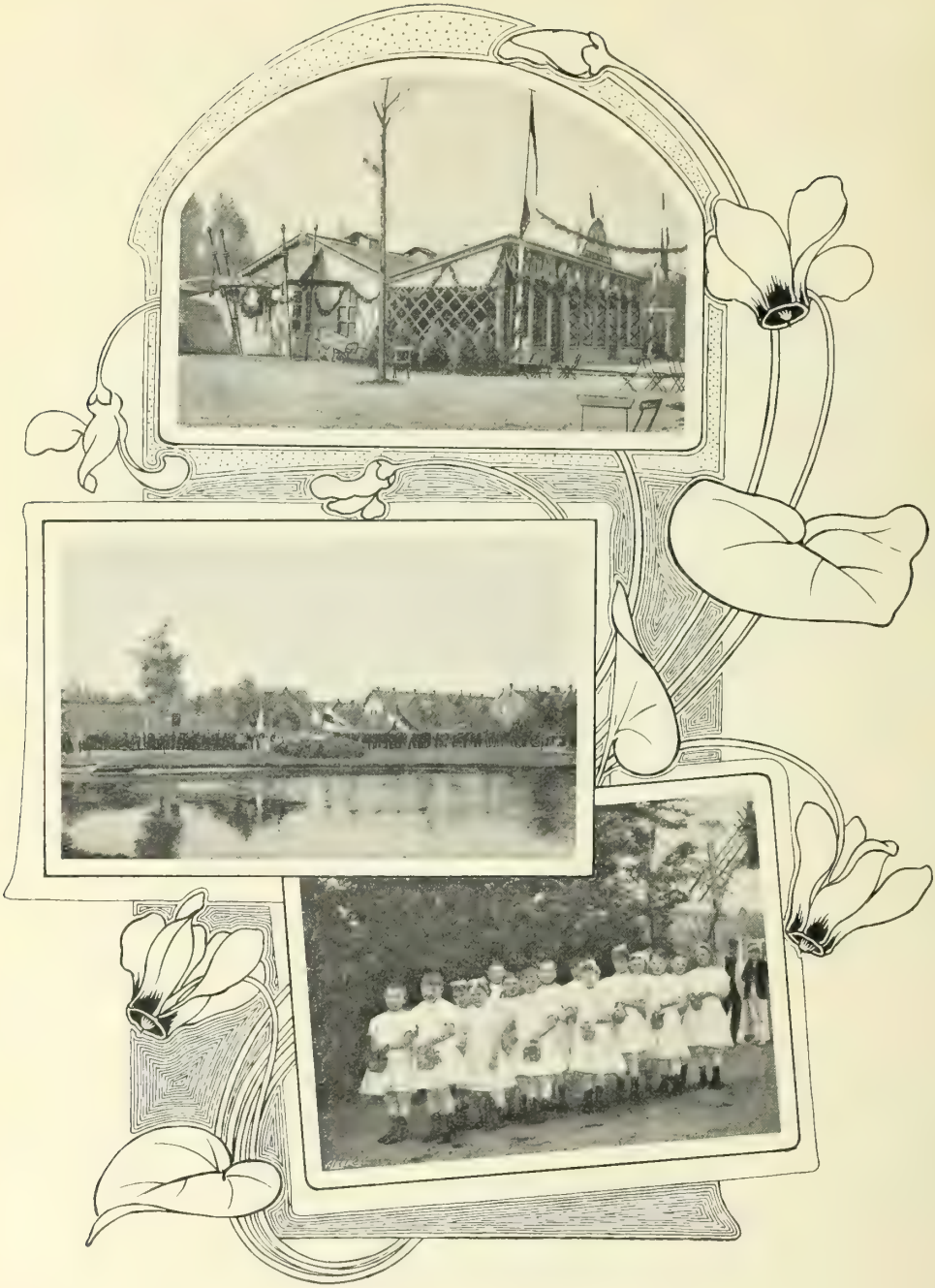
The use made of these is somewhat restricted, seeing the liberality with which permission to enter is given.

75. "The Community".

This fine solid building, of which the cost (exclusive of the ground) was 20.000 florins, contains 2 large and 6 small rooms for meetings and classes.

The rooms are arranged as follows:

Ground floor: two large rooms (which can be thrown into one) used as reading room and gymnasium; four small rooms adjoining used for repetition and sewing classes, kindergarten and refreshment room. The whole of the six rooms on the ground floor thrown into one make a great festival hall holding a thousand people. First floor: two rooms, one of which is used as a library



Wedding fête of Mr. WALLER.

and the other for meetings of the three Chambers of the Kernel and of the Committees or various clubs.

"The Community" is gratuitously at the disposal of the staff and of the clubs formed in their midst.

The foundation of this truly splendid edifice was made possible by the assistance not only of the industrial Companies of Hof van Delft, of their



"The Community".

directors and of their staff, but also of private persons throughout the country and even from foreign parts, sympathizers in our social work, and first of their Majesties the Queens Wilhelmina and Emma who honoured Agneta Park with their visit on 20th April 1892.

B. FÊTES, MEETINGS, CLUBS.

a. FÊTES.

76. Festival day of the Community.

Since the inauguration of the "temple" of "the Community" on the 30th July 1892, this date, which is also the birthday of Mr. Van Marken, is kept every year as the "Festival of the Community" by the industrial Companies.

The festival is organised by a committee of the staff, whose executive is permanent from one year to another. It co-opts a certain number of members.

At an early hour vocal and instrumental music is heard, the children's cries of joy mingle with their games and fill the park with mirthful sound; flags fly from every house, crowds are everywhere: singing, dancing, archery and shooting take place in the flowery Park, which is illuminated in fairy fashion as evening draws near. At the end fireworks as a wind-up. The whole staff takes part, men, women and children. It is a day of fraternising and general enjoyment.

What constitutes, however, the most solemn moment of the festival, is the distribution of the crosses of service (Vide n°. 106) to those who have gained them during the course of the year. The decorations are distributed by the director-founder, and are accompanied by a special word to each recipient, in the presence of all their comrades gathered together in the great hall of the Community. It is a serious and touching note in the gaiety of the great day, which is always received with general sympathy.

b. MUSICAL SOCIETIES.

77. Band.

It is a score of years ago since a competent musician, ex-conductor of a military corps, was engaged by the Directorate to create a band, composed only of workmen possessing good will and a love of music. The difficulties to be overcome at the beginning were great, but love of the art, combined with great patience, succeeded in overcoming all obstacles and in finally constituting a band of real value, which is the soul of all the festivals and meetings of the staff.

In competition with other bodies of the same kind, it has already carried off, on several occasions, numerous prizes. It is composed exclusively of members of the permanent staff; no stranger is admitted unless under very exceptional circumstances. It numbers already more than 30 members, and continues the training of young pupils.

The present conductor, son of the founder, who died last year, is clerk-storekeeper at the Oil Factory. He is not behind his regretted father, either in zeal or love for music.

78. Orchestra.

The conductor of the band has succeeded in finding amongst the executants, a certain number of the most gifted persons with whom he has formed a string-band, with the aim of giving, in the winter, concerts with the assistance of other amateurs and invited soloists, chosen from amongst the families or

In Agneta Park.



The Bakers' Fountain.

The Band.

The grocery Store.

The house "Rest Rusts" (residence of Mr. and Mrs. VAN MARKEN).

friends of the staff, or even amongst professional artistes who often volunteer of their own initiative to thus give a proof of their sympathy with our efforts. It is quite natural that, although remarkable progress has been made, it is not so rapid as in a professional orchestra.

79. Choral Society.

The formation of a choral society for men, was a renewal of an earlier effort to form a singing society for men and women, an effort which succeeded for a time but failed later. Thanks to an extraordinary zeal, particularly of the office staff, the society is in a prosperous state (30 members).

The direction is entrusted to a musician in Delft, and the concerts show that good methods are steadily gained and that the voices are getting more flexible.

At the last national contest of workmen's choral societies (May 1900), they carried off the 2nd prize.

What good fortune! Several workmen from amongst the staff, proud of the success of their comrades, have just opened a subscription for the purpose of presenting the choral society with a banner. The 200 signatures which they obtained in eight days amply shew the sympathy felt in our midst for singing and especially for this society.

c. ATHLETIC CLUBS.

80. "Sparta". Gymnastics and fencing (young men).

There has always been a large number of amateur gymnasts among the members of the staff, especially among those from 18 to 23 years of age; and opportunities for practice became more frequent, when, in 1892, the Community put at their disposal its admirably equipped gymnasium.

The gymnastic and fencing club "Sparta", founded in 1886, numbers 33 active members. Drill takes place three times a week, under the direction of an excellent professor of gymnastics, who is paid by the budget of the "United Committee" (Vide no. 102). Ordinarily the club gives a grand display once a year, followed by a ball. Under the name of "public lessons", several less important displays are held, in winter -and then they do not fail to end the "lesson" by a little dance—as well as in summer, and notably on "Community-day"; on that day the members compete for prizes which the Directorate places at the disposal of the society.

In national competitions with sister clubs, "Sparta" has carried off numerous prizes.

On Saturday evenings, the 12 to 18 year old sons of the members of the staff may exercise gratuitously in gymnastics, under the lead of the same professor, in the gymnasium of the Community. These lessons are obligatory for the apprentices in the offices of the factories.

81. "Olympia". Gymnastics (young women).

The increasing love of these physical exercises in the families of the staff gave rise, in 1898, to the formation of a ladies' gymnastic society "Olympia", numbering at present 15 active members and which, at the last festival of "Sparta" lent its assistance. As regards instruction and the use of the gymnasium it enjoys the same privileges as "Sparta". A junior club is attended by 22 girls of 12 15.



Rowing on the lake in Agneta Park.

82. Boating; Skating.

The ponds in Agneta Park offer an excellent opportunity for giving oneself up to the passion for skating, which is a national recreation. The slides are also open free to the inhabitants of the town, except when in special cases a contest is held open only to members of the staff.

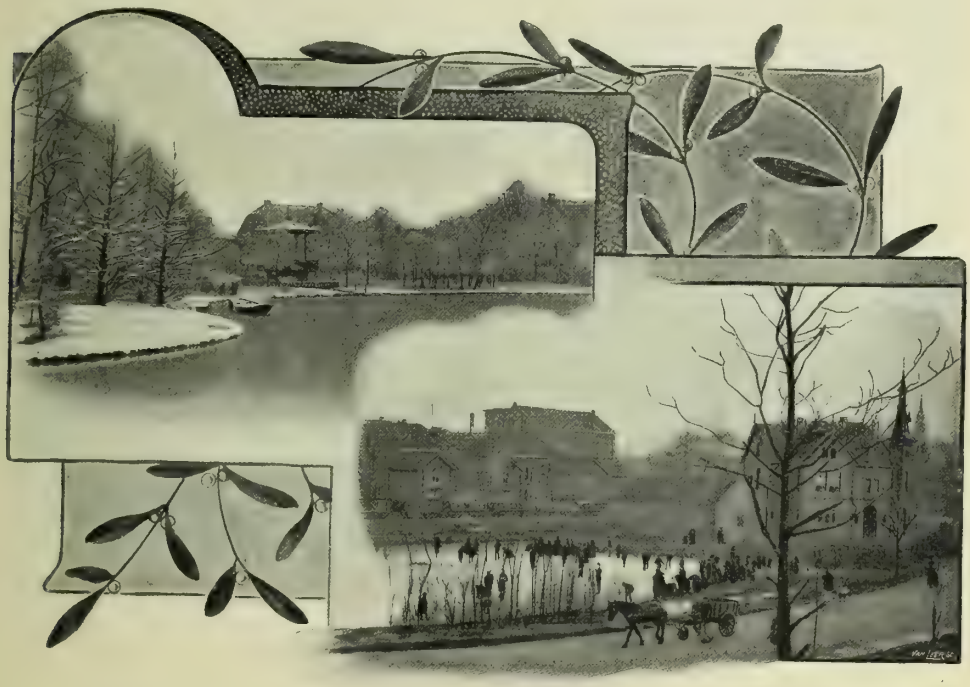
In summer boats can be hired; on Sundays particularly great numbers indulge in this nautical sport.

83. Skittle club.

The skittle club meets in summer one evening a week in the open air in the park, where the skittle alley is to be found. On "Community-day", there is generally a contest in which all the members of the staff may take part.

84. Billiard club.

At the Villa there are two billiard tables which appear to be sufficient for the requirements. The regular players have formed a club, which in winter meets once a week and habitually ends the season by a contest among the members.



Skating on the lake in Agneta Park.

85. Archery club.

In the park a perch and a vault for the use of the archers are to be found. This kind of sport is only followed in certain countries of the Netherlands. The shooting club "Straight to the Mark" numbers 23 members.

86. Rifle shooting club.

A new shooting club has just been founded and numbers from its commencement more than 100 members. In winter they practice in the Community (flobert carbine); the club having been admitted by Royal letters in summer they use ammunition rifles, which, with the cartridges, are furnished by the minister of war; practise takes place at the shooting range of Delft.



Billiard Room at the "Villa".

87. Tourist club.

This is a club with a very strict ballot which has for its object the taking of a 4 days' tour during the holidays on full pay (Vide no. 14). The actual number of members is twelve; they pay a subscription of 10 cents a week to cover the expenses of railway and lodging; the other expenses are paid individually. The perfect good fellowship in these little journeys, in which

chiefs of the sections as well as clerks, overseers, foremen and workmen take part, is one of the most remarkable manifestations of the ties which are formed among the staff.

d. MEETINGS.

88. Meetings for promotion of co-operation.

The director of the "Collective Property" Limited Company, Dr. Eringaard, has organised conferences of a homely character to which all those who live in the houses in Agneta Park and who make their purchases at the stores of this Company are invited. The women enjoy a cup of cocoa, the men a glass of beer, and while discussing the interests of each member and of the whole "Company", the directorate spreads the principles of co-operation, self-help and altruism.

89. Magic lantern. Lantern lectures.

In the circle of our establishments, these lectures are generally only considered as a pastime destined in the first place to amuse the young people and the children. Nevertheless, a society, founded expressly to promote this kind of lecture, has made its influence felt for some years in the Netherlands. This progress is admitted and it is recognised that, from time to time, adults do not disdain to attend lectures of a more serious character.

The Community offers an excellent opportunity for giving lectures of this class. The superb magic lantern lighted by electricity allows us to rival the best view apparatus. Consequently, it has been used more than once for lectures in clubs foreign to the industries of Hof van Delft.

In summer the views in the open air in front of Mr. Van Marken's villa generally attract a crowd of people.

Mr. Van Marken's very varied collection numbers more than 2500 slides. There is among others a beautiful collection of views in Agneta Park and with reference to our social organisation, copies of which are often asked for abroad by societies and persons interested in the social work of Delft.

90. Concerts.

From what has been said in numbers 77—79 music is extremely popular among the staff. The concerts are generally given before a well filled hall. Outside the concerts of the musical societies "extraordinary concerts" are given once or twice a season with the greatest kindness by amateurs of the

town of Delft or others. These concerts are of a high artistic value and are much appreciated.

The summer concerts by the band in Agneta Park are always attended by an enormous crowd.

91. Theatre. Elocution.

The Directorate is of opinion that the art of acting, having for its aim the cultivation and ennobling of the human mind, demands a talent to which amateurs cannot attain. It has therefore never encouraged the attempts which have been made from time to time, to form among the staff a troupe of amateur actors. The halls of the Community and of the Tent are, however, sometimes placed at the disposal of dilettanti, for the purpose of representations, which are, without exception, followed with eagerness by a great part of the staff.

A special committee organises evenings where comic and serious monologues are recited. Sometimes the best members of the national theatre lend their kind assistance. These meetings, which from the artistic point of view, are very superior to the dramatic evenings, also attract great numbers.

92. Balls.

At all times the staff has liked dancing; from the first years of the Yeast Factory, the homely meetings always closed with a little dance. Seeing the restricted numbers of the members, a few quick hands sufficed to range the tables and chairs against the walls. At the present time, it is still the custom to end the gymnastic festivals by a few dances. Besides evening dances are arranged, which attract a very variable number of amateurs.

Whenever a sufficient number of children present themselves, a special committee has dancing lessons given by a member of the staff, who gratuitously teaches this art according to the rules. The last classes were held during the winters of 1893 1894, and of 1897 1898.

e. EXHIBITIONS. COMPETITIONS.

93. Flower, garden-produce and allotment shows.

The society "Floralia" which supplies cuttings at cost-price (5 cents each) has for its aim the encouragement of the taste for cultivating flowers and house adornment with them. Toward the end of the summer season an

exhibition of plants thus cultivated is held: prizes are awarded to those who send the finest collections.

For several years past, about the same time, a committee inspects the little gardens in front of and behind the houses in Agneta Park whose inhabitants have entered themselves for the competition. A few prizes are awarded for the best arranged and best kept gardens.

It is the same with the allotments.

94. Athletic sports.

Athletic sports of every kind are held on "Community-day" (Vide no. 76); they are open to all the members of the staff. The prizes are offered by the Directorate. Each of the athletic clubs has in addition its own competition, the prizes for which are bought out of the funds of the societies.

95. Exhibition of manual work.

At the end of the course the director of the school of manual work ordinarily organizes an exhibition of articles made by the pupils. As a proof of the interest taken we may mention the fact that sometimes old pupils exhibit, not for competition, beautiful specimens of work executed in their leisure hours.

96. Permanent industrial and social exhibition.

Since 1898 the "Pavilion" has been a new attraction in Agneta Park. At the International Exhibition at Antwerp (1894) and at that at Amsterdam (1895) the juries awarded diplomas of honour to this Pavilion, which contained a collection of goods forwarded from the various establishments of which Mr. Van Marken is co-director.

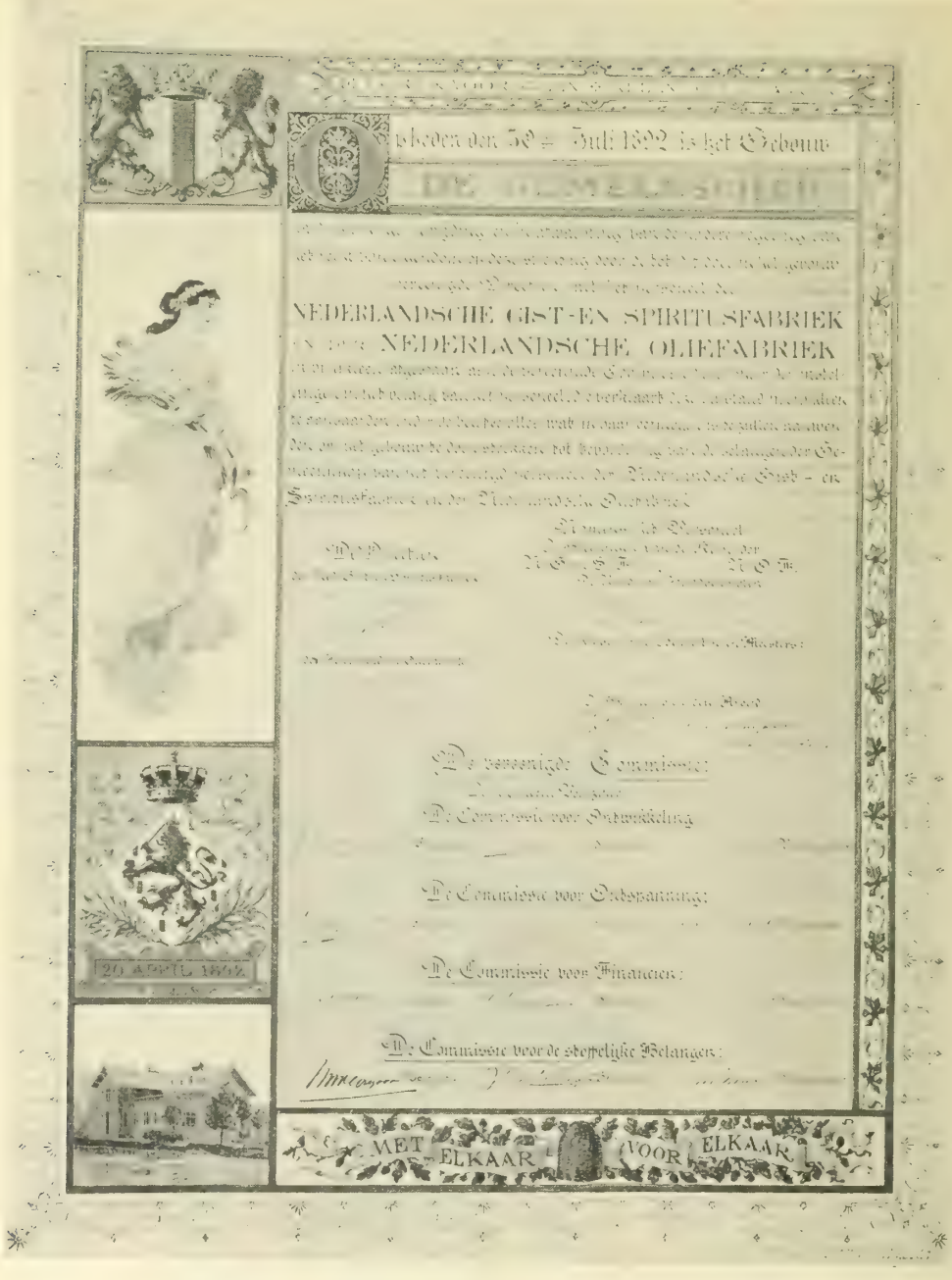
Now one may see assembled there samples of the prime materials and of the products of all the establishments afore-said and a large collection of models, drawings, photographs, documents etc., relating to the social organisation. Thus this Pavilion offers to visitors a general but very detailed glance at the character of the various establishments, and it contributes greatly to facilitate the explanation of their work. From this point of view this permanent exhibition is much appreciated, not only by strangers who visit Agneta Park in great number throughout the year, but also by the staff and the population of Delft.

C. FAMILY RECREATION.

a. FÊTE DAYS, FAMILY GATHERINGS, SICKNESS.

97. Games and toys at the disposal of families.

The workman's family is generally unprovided with a collection of family games and other pastimes, the want of which is especially felt on the occasion of fête days, sickness etc. The collection, which is under the charge of the section of the "Interests of the Staff" is designed to fill this gap: use is but rarely made of it.



Act of inauguration of "the Community" signed by the Directorate of the Yeast and Oil Factories, by the Presidents and Secretaries of the "Kernel" and by the "United Committee".

V. SOCIAL UNDERSTANDING AND AGREEMENT.

A. SOCIAL ORGANISATIONS.

a. DIRECTORIAL ORGANISATIONS.

98. Section "Interests of the Staff".

At the commencement Mr. and Mrs. Van Marken themselves looked after the social interests of the staff. Nevertheless, at the end of a few years they felt more and more that it was necessary to call in assistance, all the more because the care to be given to the children of the staff, the creation of savings banks and the organisation of a pension scheme demanded a special organisation. In this way was born the section of the "Interests of the Staff" which became without delay as important as the industrial, commercial and administrative sections of the ever-growing business.

From the nature of his duties and from his own personality the head of this section, Mr. Knuttel, who is assisted by three subordinate clerks (one a woman) is regarded by every member of the staff—superiors and subordinates, old and young—as a faithful counsellor, almost as a paternal friend. It is to him that they can open their hearts and reveal all their difficulties, equally in their family life as in the social life of the factory.

99. Social Secretariat.

Besides the section the "Interests of the Staff" the continuous codification of the regulations concerning the institutions for the benefit of the staff made the want felt of another kind of work: that of completing and modifying in proportion to the needs those statutes and regulations, and of making reports on and other views of the social institutions. In this way the post of "Secretary

of Social Interests" was created, of which post Dr. TJEENK WILLINK is the holder, whose functions and his relations to the aforesaid "Interests of the Staff" have been described by Mr. VAN MARKEN in the "Factory Messenger" (Vide no. 100) of the 13th March 1894 in the following way:

"Like the machinery of the factory this mechanism of the institutions requires an assiduous and attentive oversight. When, on the 20th April 1870 we began to make yeast, they said the factory was completed; but the working showed gaps every day; our more and more refined products and the progress of technical science obliged us every moment to complete, to extend, to perfect the existing establishments.

"For 25 years skillful engineers have employed all their intelligence, laborious workmen have spent incredible strength, to meet the ever-growing demands and the exigencies of the business, and all this notwithstanding we have not arrived at a point where we can consider these as superfluous elements.

"At the same time the widening of our sphere, the development of ideas on the situation of the staff, the mutual rights and duties of capital and labour in our establishments have revealed new gaps, created new wants at every moment. The examination and satisfaction of these wants have not exacted less effort, less mental faculty than the technical and commercial side of our business. And it is vain to attempt in the social organisation as in the installation of the factory a complete mechanism without the fear of serious disturbances; how many projects still in the state of preparation; how many unexecuted plans, how many works to be retouched and which have accumulated in the workshops of the social engineer!

"The head of the section the "Interests of the Staff" and his co-workers the United Committee (Vide no. 102) and its numerous sub-committees are already overwhelmed with the cares of the regular routine of business as it is; they are crushed beneath the duty of carrying out the measures and regulations and of making the patronal institutions of such diverse character fulfil their aim. But in the accomplishment of this task some are hindered by imperfections in the machinery; others do not sufficiently know the institutions confided to their charge, do not understand how they work and do not trouble themselves sufficiently about them.

"It is the secretariat which must meet the criticisms and grievances of the former; the secretary of "Social Interests" must endeavour to fill up the gaps and amend the defects which experience has brought to light in our organisation. As for the latter it is the head of the section "Interests of the Staff" who must stimulate their zeal and widen their knowledge.

"It is at times difficult to draw clearly the line of demarcation between the sphere of activity of the head of the section and that of the secretary;

the latter, the social engineer; the former the man entrusted with the execution: as in the factory the mechanical engineer beside the head of the manufacture."

100. "THE FACTORY MESSENGER".

Since 1882 this little paper appears every Saturday under the editorship of Mr. VAN MARKEN who of late years, has been assisted by a committee of permanent co-workers.

It generally contains:

A leading article treating of some question of the day in the social life of the factories.

News. Nominations, promotions, dismissals of members of the staff; accounts of the different institutions, notices of the meeting of the Kernel or the clubs, announcements of concerts and meetings, summary of sales in the co-operative stores etc.

In and about the factories. Various items; accounts of the meetings; analysis of the lectures; criticisms of concerts; in general news of all interesting facts, attainments of members of the staff and of everything at all remarkable which has occurred in the domain of the factories, in the social life of the staff, in the bosom of the community.

Articles and news received from the "Public" that is to say from members of the staff or other readers outside our sphere.



1894. Dertiende Jaargang. No. 11.

DE FABRIEKSBODE.

Onder redactie van J. C. Van Marken.

DE FABRIEK VOOR ALLEN
ALLEN VOOR DE FABRIEK
MET ELKAAR
VOOR ELKAAR
DOOR DEN ARBEID
AAN DEN ARBEID

ZATERDAG 17 MAART.

13 Maart 1869 — 13 Maart 1894.

Dinsdag 11. tegen ongeveer elf ure in den voormiddag verspreidde zich als een loopend vuurtje het bericht door de fabriek: het is heden juist 25 jaar geleden, dat de heer VAN MARKEN werd benoemd tot Directeur onzer onderneming. Schoon met zorg geheim gehouden door den jubelaris, had toch een onzer, wiens nieuwsgierigheid gewekt was door het bezorgen van een paar ruikers op „Rust Roest", ontdekt wat er gaande was en zoodra hij het ontdekt had mededeeling daarvan gedaan aan anderen. In allerijl werd bijeengekomen en besloten, allen, die even gemist konden worden in de fabriek, uit te noodigen om elf ure in de leeszaal van „De Gemeenschap", saam te komen. Op dat uur bood die leeszaal dan ook een heerlijk gezicht aan. Tal van leden van het personeel van allerlei rang en leeftijd stonden daar in lange, breede rijen in bonne werkpakken, wachtende tot dat de jubelaris zou verschijnen. Bij het binnenkomen van den heer VAN MARKEN gingen een drewerf herhaald hoerah op, met ongewone kracht geuit. De heer KNUTTEL sprak namens het personeel den heer VAN MARKEN toe, bracht in herinnering wat in het vijfentwintig-jarig tijdvak, dat nu achter ons ligt, door den jubelaris werd tot stand gebracht niet alleen voor de leiding en de voortdurende uitbreiding der onderneming, maar ook voor sociale belangen van den arbeid. Aan den dank voor dat alles, paarde hij den wensch, dat nog vele jaren de heer VAN MARKEN aan het hoofd der onderneming zal staan.

De jubelaris antwoordde op deze toespraak. Hij dankte voor dit blijk van hartelijkheid en vriendschap, waarop hij niet had gerekend, daar hij alles had gedaan wat mogelijk was om deze herinnering te beperken tot eenige weinige personen. Hij gaf eene korte schets van den toestand van onze onderneming voor vijfentwintig jaren en nu, vooral in verband met de loonen. Hij was dankbaar, dat zoovele idealen, welke hij koesterde voor vijfentwintig jaar bij de aanvaarding zijner taak, thans werkelijkheid waren geworden. Dankbaar was hij zoowel tegenover de aandeelhouders als tegenover de arbeiders in alle rangen, van wie beiden hij steeds de meeste medewerking voor zijne plannen mocht ondervinden. Zoolang hij kon, hoopte hij in deze richting voort te gaan, maar als hij er niet meer zijn zou, dan hoopte hij dat de goede geest, welke nu heerscht in onze onderneming, ook onder zijne opvolgers bewaard mocht blijven.

Recht warm werden deze woorden door de aanwezigen toegejuicht.

De heer VAN MARKEN verklaarde nu er prijs op te stellen heden met ieder der aanwezigen een handdruk te wisselen. De Oude Garde, de mannen van stavast uit den eersten tijd der fabriek, gingen hierbij voor.

Des avonds was de nachtploeg op het Schaftlokaal vereenigd. De heer VAN MARKEN kwam op verzoek ook daar en ontving er de gelukwenschen van hen, die tot hun spijt door onbekendheid met het feest des morgens niet aanwezig waren geweest.

A. F. M.

In en om de fabriek.

Uittreksel van de Notulen der *Kamer van den Arbeid*, Gistfabriek.

Vergadering op 12 Maart, des avonds ten 6½ uur.

Het lid ELSHOF stelt voor aan de directie te verzoeken dat aan het personeel in het vervolg vier, in plaats van drie verlofdagen, zullen worden gegeven. De bedoeling van het verlof kan dan beter worden bereikt. De Spoorwegmaatschappijen geven retourkaarten die vier dagen geldig zijn en dus zou men beter gelegenheid krijgen daarvan te profiteeren om familie, die ver af woont, te bezoeken.

Een breedvoerige discussie ontspint zich over het voorstel.

Er wordt in het licht gesteld dat reeds vele gunstige, zeer gewaardeerde beschikkingen in het belang van het personeel zijn gemaakt, zoals het verleenen van drie verlofdagen, met behoud van loon, de uitbetaling van loon op feestdagen, enz., zoodat waarlijk men niet met zulk een voorstel tot de directie mag komen.

Het voorstel in stemming gebracht wordt met 9 tegen 4 stemmen verworpen.

Het lid ELSHOF stelt voor aan de directie te verzoeken dat zal worden bepaald, dat spaarders, die gelden hebben staan in de premie-spaarkas, de jaarlijksche renten zullen kunnen ontvangen. Het sparen zal daardoor worden aangemoedigd en die gelden kunnen in de verlofdagen zoo goed benuttigd worden.

Het voorstel wordt met algemeene stemmen aangenomen.

Het lid SIMONS doet namens eenige leden van het personeel, het voorstel aan de directie een toelage te verzoeken voor het personeel behoorende tot de molen en straatwerk verrichtende. De straatwerkers hebben veel slijtage aan de schoenen, moeten daarvoor per maand ongeveer ƒ 3,50 uitgeven. Spreker meent dat in andere afdeelingen van de fabriek, waar het loon met dat in den molen overeenkomt, klompaarzen enz. worden verstrekt.

Het voorstel wordt zonder hoofdelijke stemming aangenomen.

Dat men met de verbetering op de Villa aangebracht, zeer in ingenomen, kan blijken uit een schrijven, dat de sub-commissie der Villa dezer dagen van de Biljart-vereeniging „Gezelligheid" ontving, en dat wij hierachter laten volgen.

"The Factory Messenger".

The evening in the family (winter) or in the country (summer). Descriptions of round games, puzzles, enigmas, country games, etc.

Births, deaths and marriages in the family of the staff.

The staff takes a lively interest in this little paper, which during the 18 years of its existence has undoubtedly exercised a great influence on the development of the social life of the factories. The ever increasing extension of the factories and the ever-growing number of the members of the staff make a weekly publication like this one, the only means whereby the directorates of great industrial establishments can communicate with every member of the staff and bring their ideas into the house and the mind. Every member of the staff receives the "Factory Messenger" gratuitously; the paper numbers besides outside the factories and the town of Delft, a considerable number of assiduous and sympathetic readers. The complete collection of the 18 years which have appeared is an inexhaustible source for the history of the factories day by day and of the development of social life in the little world of their workmen.

b. REPRESENTATION OF THE STAFF.

101. The "Kernel".

In 1875 the Directorate was already of opinion that it would be desirable to constitute a body, which, should the occasion arise, it could consult on all questions concerning the interests of the staff in relation to those of the Company.

At first, the "Kernel" was composed of the clerks, then numbering 5, and of a fixed number of three workmen elected by ballot by their comrades. When the increasing number of the clerks gave them too great a preponderance it was decided that there should always be a number of workmen elected equal to the number of clerks who, by their higher position had the right of sitting in the "Kernel". It thus happened that in 1888 it numbered 24 clerks and 24 workmen; this large number often militated against the facility of debate. A re-organisation having become necessary, the question arose whether the presence of the higher staff always insured complete liberty for the expression of opinion. Reckoning on this fact the following division —which is still in operation—was introduced at the re-organisation by which the "States General" are composed of 3 Chambers.

a. The Chamber of higher employees. Members: all the superior employees (heads of the various sections).

It meets quarterly.

b. The Chamber of clerks and overseers. Members: The two seniors in service and six elected by their comrades of equal rank.
It meets every two months.

c. The Chamber of labour. Members: The four senior workmen and twelve chosen by their comrades.
It meets monthly.

Each Chamber elects its president and secretary.

The reports of the meetings are counter-signed by the Directorate.

Each member has the right to submit proposals to the Directorate and to solicit the support of the other Chambers.

The half-yearly meeting of the "Kernel" under the presidency of one of the Directors, decides in all cases relating exclusively to the interests of the staff. For the rest, the "Kernel" has a purely advisory character.

The most important question upon which the "Kernel" has been called to give its advice, is the codification of the working contract in the "Statutes of Labour". The project, worked out in detail by the Directorate, was discussed in each Chamber separately; the presidents of the 3 Chambers and the general secretary of the "Kernel" prepared a full report of these discussions, which was submitted for consideration. The Directorate after having examined this report, convoked a general meeting of the "Kernel" at which the project was discussed until an agreement has been arrived at upon all points. Then, after consultation with the Commissioners of the Company, the Directorate definitely agreed upon the project and ordained that it should enter into force on 1st January 1890.

The best understanding has never ceased to dominate the meetings of the Chambers of the "Kernel" and their relations with the Directorate.

102. The "United Committee".

At the beginning the different institutions were directed by the intervention of the section for the "Interests of the Staff" and of its various offices. In 1892 Mr. Van Marken adopted a more general organisation, having for its aim the introduction, or rather the strengthening, of the system of self-government of the whole of the institutions and of making their existence independent of the more or less sympathetic individuals towards this social work who would be at any particular time the Directors—always temporary—of the Company. This organisation consists in placing each institution or branch of an institution (system of apprenticeship, gymnastics and fencing, scientific lectures, refectory, etc.) under the patronage of a sub-committee composed

of three members for preference of which the majority is elected by the "Kernel" and the minority appointed by the Directorate.

These sub-committees form together 4 committees:

Committee for material interests.
Finance committee.
Committee for intellectual interests.
Committee for recreation.

A central bureau composed of the head of the section for the "Interests of the Staff" president; of the secretary of the "Social Interests", secretary; and of the head of the central administration, treasurer, form the executive bureau of the "United Committee" and constitutes the bond between it and the Directorate.

This organisation although it does not always work in all its details with the desired regularity, has none the less contributed largely to develop the self-government of the institutions and to make them answer better to their aims.

Several members of the sub-committees in discussing the interests confided to their charge, display laudable zeal and even show an initiative which is most cheering.

Each sub-committee receives a credit for the amount of the budget which it has presented, and which the "United Committee" has modified or not, and issues cheques payable at the Company's bank. The total budget of the "United Committee" amounted in 1899 to 14,000 fl. This sum is divided by common consent between the different industrial establishments by the united Directors.

The complete administration of the "United Committee" is centralised in one set of accounts.

The "Finance Committee" administers the funds of all the savings banks, for mutual aid, for widows, etc. (which together form a capital of 198,000 fl. = £ 16,500).

It looks after the proper investment of these funds under the control of the Directorate.

B. SOCIAL MANIFESTATIONS.

a. EMBLEMS.

103. Banners, Ensigns, Flags.

Agneta Park, created by Mr. and Mrs. Van Marken, and opened to the public (1883) soon appeared to be the favourite place in which not only the families of the staff, but also the inhabitants of Delft, came to promenade and for recreation. As an expression of their gratitude, a committee of persons belonging for the most part to the lower middle and working classes, was formed to offer an embroidered banner to the Yeast and Spirit Factory.



Banner of the Oil Factory. Banner bearer and his assistants in gala dress.

This banner, accepted with gratitude, is the emblem of all the interests united in the Company; it is carried on all solemn occasions, by the banner-bearer, assisted by his deputies, nominated by the Directorate on the proposition of the Kernel.

The staff of the establishments appeared to appreciate this emblem of union so much that the other establishments comprised in this Delft industry, were also, as opportunity offered, presented with a banner. In the same way, a number of clubs, formed from among the staff (band, various athletic clubs, etc.), possess a banner or a flag.

Each factory has a motto, embroidered on its banner:

the Yeast and Spirit Factory: De Fabriek voor Allen, Allen voor de Fabriek. (The Factory for All, All for the Factory);

the Calvé-Delft Oil Works: Met Elkaar, Voor Elkaar. (One with another, for one another);

the Glue Factory: Volhard bezonnen, In 't eind verwonnen. (Persevere wisely, and success comes at last);

the Van Marken Press: Door den arbeid, aan den Arbeid. (Through labour, to Labour).

At the festival of the 25th anniversary of the House (20 April 1895), celebrated, among other things, by a grand procession, the Directorate distri-

buted to each workshop in the factory an ensign, under which the staff of this section was drawn up, and is still ranged in the processions organised on some festal occasion.

Thus all these emblems appear, on Community-day, at the head of the joyous procession of all the corporations and of all the societies forming part of these branches of the industry of Delft. At the burial of a comrade the great banner of the factory is carried at the head of the funeral party. When not in use, the great banners are kept in glass cases, placed in the different refectories; the ensigns are used to decorate the great hall of the Community.



"The hope of the future."

b. HOMAGE.

104. "The Old Guard".

The nine oldest members of the staff who, since its foundation, have been in the service of the Company, are generally known by the name of the "Old Guard".

On solemn occasions, they have a place of honour; in the procession of the 20th April 1895 (Vide no. 103) they followed immediately the carriage of the Directorate, in three carriages each drawn by two horses; the members of the "Kernel", forming the guard of honour, followed on foot. From time to time, preferably on 20th April, Mr. and Mrs. Van Marken assemble at their hearth these nine faithful servants who have grown old with them, of whom several are already retired. Although the Directorate does not care to remain satisfied in rewarding an old servant after twenty-five or fifty years with a gold watch, or even with a similar chain—the Company does it quite differently: by insuring retiring pensions etc.—each member of the "Old Guard" possesses a beautiful gold watch inscribed with his monogram, a precious object which strongly excites the envy of the other members of the staff and which as an exception was given to these honest fellows on the day of the 25th anniversary of the factory.

105. Honorary members of the staff.

The nomination of honorary members has for its aim the maintenance of a bond with those who have been members of the staff and who have distinguished themselves in quite a special manner. The honorary members are nominated by the Directorate either on its own initiative, or on the proposition of the "Kernel". They have the right to continue to participate—in the same manner as the permanent staff—in the institutions of the Company.

Up to now the distinction of honorary member has been granted to 12 persons in all ranks of the staff: at the side of the workman are to be found among these honorary members two able professors and two heads of industrial establishments.

106. Service Cross. Book of Gold.

The 25th anniversary of the factory presented an opportunity for the creation of a new distinction: "The Cross of Honour", which is held in the highest possible esteem by all those who receive it. The Cross of Honour with a chain for attaching it to the watch and accompanied by a diploma, is granted,

in gold, to those who have "served faithfully" for 25 years;

in silver, to those who have "served faithfully" for $12^1/_2$ years.



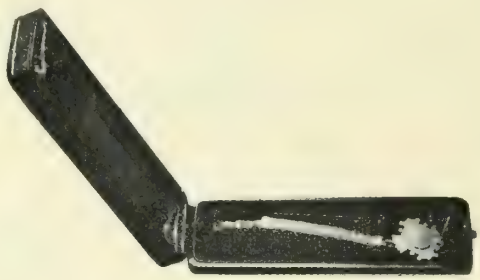
Pages from the "Book of Gold of Faithful Service".

The first distribution took place at the extraordinary general meeting of shareholders held on the occasion of that anniversary. It was then that the 9 members of the "Old Guard" and 97 other younger members of the staff received the "Cross" from the hand of Mrs. Van Marken.

The name of the person whose jubilee of service entitles him to the Cross is published in the first number of the "Factory Messenger" appearing after the anniversary.

The presentation of the "Cross of Honour" and diploma takes place at the public meeting on Community-day. The names of those entitled to the "Cross of Honour" are inscribed in the "Book of Gold", a magnificent and richly illuminated album.

In case of dismissal for bad conduct, the Directorate can withdraw from the dismissed person the right of wearing the Cross: in this case he returns it with the diploma to the Directorate. In all other cases, this right is only lost by death; the Cross must then be returned but the diploma remains as a pious souvenir in the hands of the survivors. The number of persons entitled after the last distribution (30th July 1900) was: to the "Cross of Gold" 19, to the "Cross of Silver", 159.



Service Cross.

107. Public funerals.

Among the social manifestations in the daily life of the House there is one which is quite characteristic, and which consists in rendering the last offices to a comrade, a solemnity in which the Directorate takes part as well as the staff.

Some time before the appointed hour named, all those who wish to share in this last homage, his personal friends, his comrades in the workshop, the chiefs of his section of every grade—as far as their presence is not necessary at the factory - betake themselves to the little court of the "Villa" where the banner wrapped in crape awaits them. When all are met, the procession advances towards the mortuary house, where as a rule the Directorate has already preceded it, and where the band plays funeral music if the deceased lived in the Park. After the coffin has been placed in the funeral car and the relatives have taken their places in the carriages, the convoy moves off

and crosses the whole length of the town on its way to the cemetery which is situated to the south of the town.

The procession is preceded by the banner of the Factory; the Cross, if the defunct had one, is attached to one side of the pall, a wreath from the Directorate to the other; the cords of the pall are borne by four of the best friends of the deceased; immediately behind the last carriage come the Directorate and the deputations of the staff, carrying the banners of the societies of which the deceased was a member.

Arrived at the cemetery the procession stops at the entrance; eight comrades, to the strains of a funeral march, bear the coffin to the grave; one of the Directors speaks, to recall the services which the deceased has rendered to the House, to bid him a last adieu in the name of all, and the coffin is lowered slowly into the grave while the band plays a chorale.

The first number of the "Factory Messenger" which appears after the death, contains a more or less detailed biography of the deceased.



Winter in Agneta Park.

FESTAL PROCESSION OF A DUTCH INDUSTRY AT DELFT AND HOF VAN DELFT ON THE EVE OF THE 20TH CENTURY

PROGRAMME OF THE PROCESSION

on the occasion of the 25th Anniversary

OF THE

NETHERLANDS YEAST AND SPIRIT FACTORY,

(20 April 1895).

The procession, in its entirety, should give the spectator a complete idea of the Netherlands Yeast and Spirit Factory in its full extent and in all its members, in its every manifestation, of its origin and development, of its resources and of its results in every direction.

The idea which guided the organisers in the composition of the procession is the following:

The fanfare of the national guard of Rotterdam is followed immediately by

I. THE FLAG

with its motto "The Factory for All, All for the Factory". The flag, under which each and all in the factory are ranged, borne by the standard-bearer on horseback, assisted by his aides, and followed by a mounted guard of honour, representing:

1st. Capital, with the motto: "The capital of to-day, the labour of yesterday". Capital which puts the means of production at the disposal of the undertaking, and which gathers a share of its fruits.

2nd. Labour, with the motto: "Labour ennobles". Labour, which, during 25 years, has worked and struggled under the flag for the grandeur and glory of the undertaking, and which also receives its share of the profits.

3rd. Retirement, with the motto: "Rest is sweet when work is done". Rest, accorded to old age by the retiring pensions insured by the Company.

4th. Duties, with the motto: "Talent and zeal". The duties toward the Company of those who serve under its banner.

5th. Rights, with the motto: "The master owes to the workman more than his wage". The rights of the staff recognised by the Company under the most diverse forms.

6th. Industry, with the motto: "Source of the national well-being". Industry which honours in the Company an important and devoted servant.

7th. Agriculture, with the motto: "I receive and I return in the common interest". Agriculture which procures for the factory the product of its lands, and which, in return, receives the offal for its cattle.

8th. Science, with the motto: "The head which thinks guides the arms which act". Science which is as much honoured and professed by the Company in its laboratories and engineering workshops, as in the institutions for teaching and education created for its workpeople and employees.

9th. Art, with the motto: "Work sustains, art elevates life". Art, honoured and exercised in the social intercourse of the employees and workmen of the Company.

10th. Co-operation, with the motto: "Union is strength". Co-operation, honoured by the Company, but applied on its broadest scale and represented by the "Collective Property Company". (Agneta Park).

11th. Profit-sharing, with the motto: "Through labour, to labour". Profit-sharing, adopted by the Company, but carried to its ultimate consequences in the organisation of the Company: "Van Marken Press".

12th. The Netherlands Oil Factory, with its motto: "One with another, for one another", and

13th. The Glue and Gelatine Factory, with its motto: "Struggle, persevere, and victory is sure!"

The friendly sister houses, (under the co-direction of Mr. Van Marken and the latter of Mr. Waller), ranging themselves with their banners under the flag of the Yeast Factory, render homage to their elder sister, whose example has been precious to them in every way.



The Silver Jubilee of the N. G. S. F.-Works. The Banner and its Guard of Honour.

Mrs. Van Marken attaching a silver laurel-wreath to the Banner.

Immediately behind the flag and its guard of honour follows:

II. THE DIRECTORATE,

which accepted the invitation of the staff to take part in the procession.

The procession, after being formed, makes its way to the house "Rest Rusts", the domicile of Mr. VAN MARKEN, in Agneta Park, where after the presentation of new flags to the various sections by Mr. Director WALLER, the festival committee begs the directors to take their places in the carriage reserved for them.

The Directorate is accompanied by a guard of honour, "the Young Guard", members of the gymnastic society "Sparta".

III. THE OLD GUARD.

Messrs: J. M. BOIN, J. VAN DER MEER, J. LADESTEIN, W. F. GARNAAT, G. SMIT, P. J. J. STELTE, W. VAN VELZEN, J. VAN VONDELEN and J. DE VOS, in three carriages, accompanied by the members of the "Kernel".

> The nine members of the staff who were in the service of the Company at its foundation (20 April 1870), are called "the Old Guard". This name has become a title of honour in the Factory, which signifies at the same time the most complete devotion and attachment to the Company. It is for this reason that the Old Guard is accompanied, as a guard of honour, by the members of the Kernel, whose 3 sections form the "States General" of the entire staff.

IV. THE UNDERTAKING

is divided into

1. THE FACTORY.
   - *a.* the plan (scale $^1/_{100}$) of the factory, such as it was in 1870, placed, amidst greenery and flowers, on a car drawn by a pony.
   - *b.* the plan (on the same scale) of the factory and Agneta Park in 1895, mounted on a car drawn by four horses.
   - *c.* the departmental sections, represented on a car drawn by two horses, after plans made and executed by the staff of these sections.
   - *d.* these cars are accompanied by the staff of the different departments: hoistmen, carpenters, masons, painters, smiths, setters, boilermen etc., in their working dress, carrying their tools and flags.

2. The Manufacture.

a. car drawn by four horses, bearing, artistically grouped, the tools and prime materials used in the manufacture of yeast and spirit.

b. this car is preceded and followed by workmen employed in this manufacture (maltsters, millers, distillers, stokers, packers etc.), clad in their working dress and carrying their emblems and flags.

3. Commerce.

a. car drawn by two horses, bearing the products of the factory, adorned with the Netherlands flag and oriflamme, and with those of the provinces and foreign countries with which the Company has a connection.

b. a waggon used for carrying malt, adorned with garlands and flags.

c. the postal staff of the factory, mounted on velocipedes, the telephone staff and the office boys.

d. these cars are accompanied:

a. by the Dutch and foreign agents.

b. by the administrative staff, with their flag and emblems.

V. FAME,

who proclaims, in every way, the glory of the Company and of its products of every kind, in all countries and in every language.

She is represented:

a. by two heralds bearing a fanfare.

b. by the Press, on a car drawn by two horses, bearing a press at work and a column of advertisements.

Around this car posters, notices etc. are hung.

VI. THE RESULTS OF THE COMPANY.

1. Financial results from 1870 to 1894.

On a car, drawn by four horses, are placed blocks of silver, the financial results of Capital and Labour, due to the share

capital (cM. 1 cube represents 1 florin = 1 shilling 8 pence, a mètre cube = 1.000.000 florins).

The capital was in

1869	150.000	florins
1871	200.000	„
1881	400.000	„
1890	800.000	„
1894	1.050.000	„

The base, constantly increasing, represents this progression of the share capital.

On this base are placed:

a. blocks representing the profits of Capital:

Redemption of buildings and machinery and reserve funds	1.181.000	florins
Debenture interest	238.000	„
Shareholders' dividend { interest @ 5 %	481.000	„
Shareholders' dividend { profits (above 5 %)	592.000	„
Total	2.492.000	florins.

b. blocks representing the profits of Labour:

Wages	3.078.000	florins
Premiums	363.000	„
Retiring pensions	145.000	„
Share of profits	104.000	„
Total	3.690.000	florins.

2. The Patronal Institutions.

a. the Band.

b. a car, drawn by two horses.

In front: in an artistic group, the various institutions: models of the "Community" house, of the workmen's dwellings, and of protective appliances; books (the library); flowers and plants (gardening); the magic lantern; gymnastic apparatus, arms etc.

Behind: Retiring pensions: the front of a workman's house, in front of which are two aged households, enjoying the rest earned by labour.

c. this car is accompanied by delegations from the clubs, skittle, archery, billiard, tourist etc. with their flags.

d. Instruction:

a. "The hope of the future": children of the maternal school, on a car drawn by two horses, adorned with works executed by these children, by the factory apprentices, by pupils of the school for manual work, of the sewing and knitting classes.

b. this car is accompanied by young men and girls, pupils of these schools.

In the preceding groups all the members of the Netherlands Yeast and Spirit Factory have defiled before the spectator: a grandiose presentation of the benefits resulting from the happy marriage of Capital and Labour. .

But . . . . . .
The jealous elements destroy
That which the hand of man doth build.

Let us be without fear.

Men of the Yeast Factory, continue your energetic toil, during yet another twenty five years.

Labour and Capital, celebrate the festivities of your co-operation, the source of your well-being.

What though the elements may threaten us . . .

Let us not fear their omnipotence.

Modest, the last, watching over all, the procession is closed by:

VII. PRECAUTION.

The fire-brigade of the factory, with their pumps and apparatus.

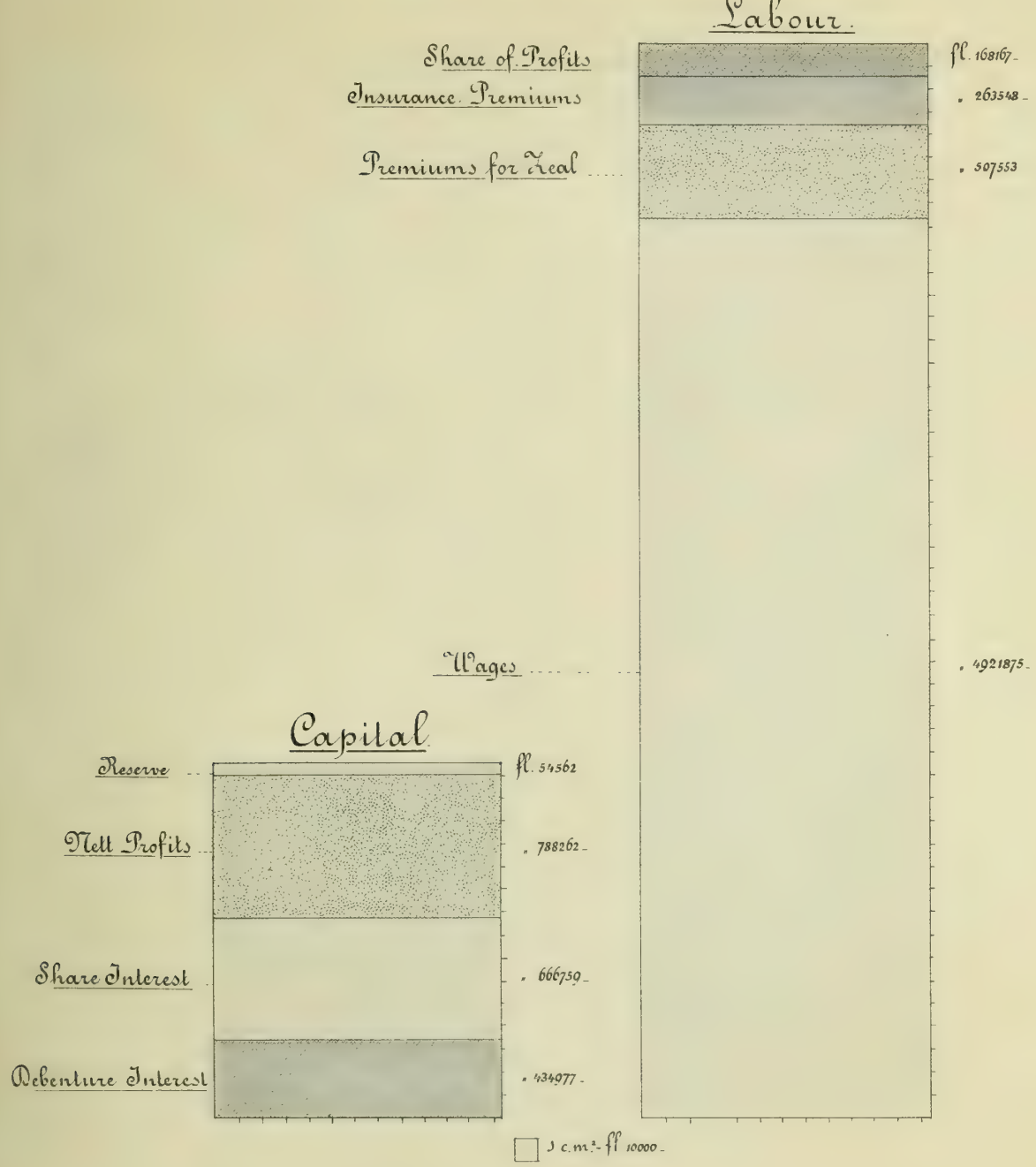
SUPPLEMENTS

STATISTICAL DIAGRAMS

WORKMEN'S DWELLINGS IN AGNETA PARK

Netherlands Yeast and Spirit Factory.

Financial Results 1870-1899.



Reduction of the picture shown in the Netherlands Section in the Palace of Social Economy.

Netherlands Yeast and Spirit Factory.

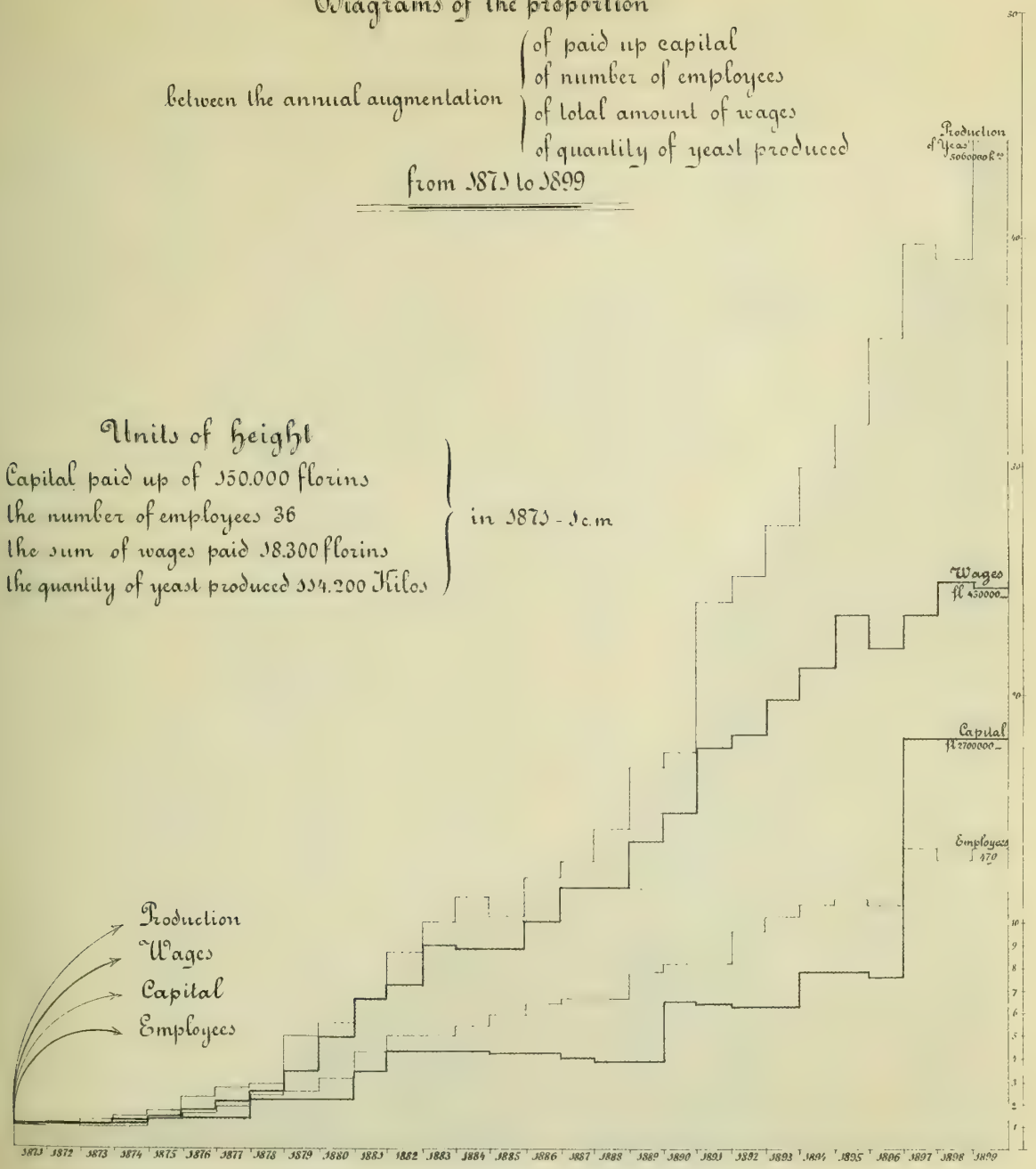
Diagrams of the proportion

between the annual augmentation
- of paid up capital
- of number of employees
- of total amount of wages
- of quantity of yeast produced

from 1871 to 1899

Units of height

Capital paid up of 150.000 florins
the number of employees 36
the sum of wages paid 18.300 florins
the quantity of yeast produced 334.200 Kilos
} in 1871 - 1 c.m



Reduction of the picture shown in the Netherlands Section in the Palace of Social Economy.

Netherlands Yeast and Spirit Factory

Insurance - Savings - Charity.

1 January 1900.

Scale

1 c.m² fl 1000

Capital insured after death (before 60)

fl. 308000.

Persons interested 340.

Insurance

founded 1879

Retiring Pensions insured (at 60) fl. 104000.

Persons interested 340

Total deposits and withdrawals

Compulsory Savings Bank founded 1879 Depositors 264

Resignations and Dismissals fl. 25500. 288 cases

Various fl. 39500.

Investments fl. 7000.

Annuities 3.000 fl

Death 3500 fl

Old Age 3500 fl

Lyings in fl. 10500. 858 cases

Mariages fl. 24500. 366 cases

Balance fl. 18500.

Voluntary Savings Bank founded 1813 Depositors 275

Withdrawals fl. 94000.

Balance fl. 37000.

Charity

Widows Fund founded 1886

Subvention fl. 53000

Balance fl. 32000.

Invalids Fund. (not accidents) founded 1895

Subvention fl. 17000.

Balance fl. 15000.

Savings

Annual deposits and withdrawals

Compulsory Savings Bank

1 January 1900

1899 1898 1897 1896 1895 1894 1893 1892 1891 1890 1889 1888 1887 1886 1885 1884 1883 1882 1881 1880

20 20 10

Withdrawals

Balances

Voluntary Savings Bank

1 January 1900

1899 1898 1897 1896 1895 1894 1893 1892 1891 1890 1889 1888 1887 1886 1885 1884 1883 1882 1881 1880

Withdrawals

Balances

Reduction of the picture shown in the Netherlands Section in the Palace of Social Economy.

Van Marken's Press

Limited liability Company. Capital 25000 florins

1892-1900

Act of Foundation - Declaration of the Founders.

25 May 1892.

Before Mr. Bakker, notary at Delft, the undersigned
Have appeared

those who appearing have expressly declared that in formulating this act, they have been guided by the following principles:

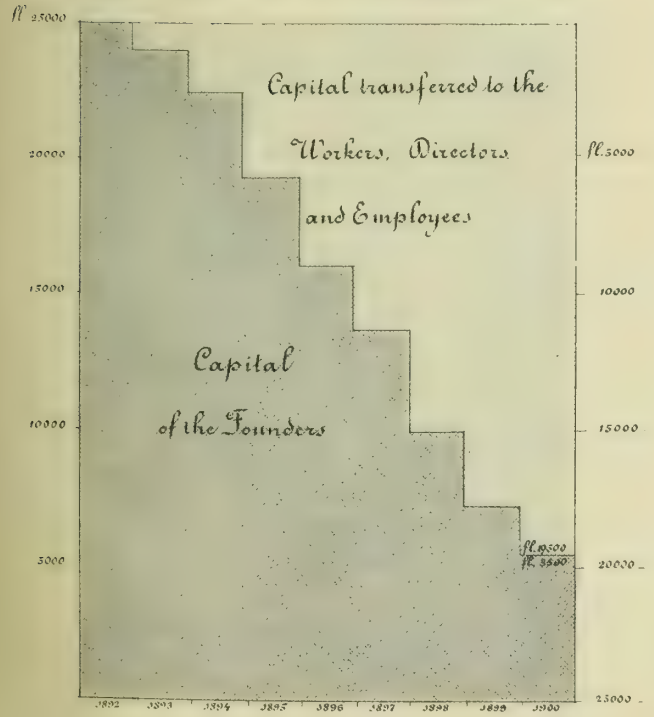
1st That Labour in the Van Marken Press Co Ltd should be considered a co. undertaker, with the right of co. discussion and co. decision of the interests of the Company, according to the statutes of the present act:

2nd That the influence of Capital, that is to say of the funds subscribed by the shareholders, on the results of the undertaking, is limited by its amount, whilst the influence of intellectual and physical Labour is bounded only by the strength of will and zeal of man:

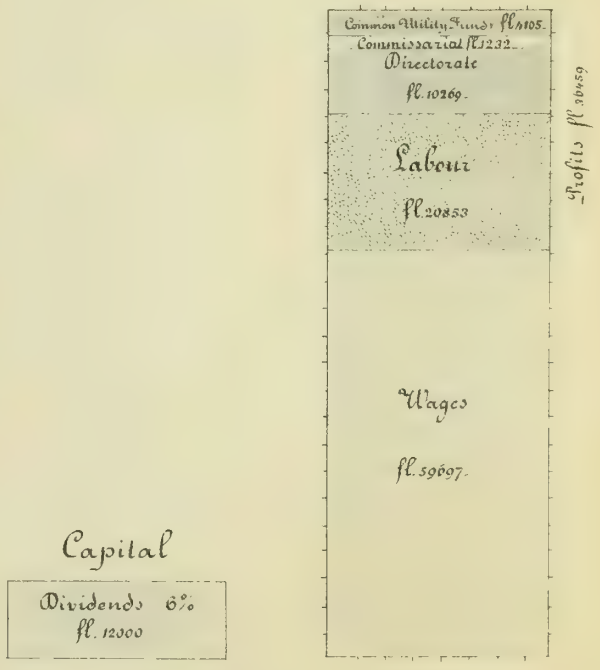
3rd That consequently, the shareholders can only equitably claim a limited share of the profits, a greater share in proportion as the profits are less certain and the risks greater, in opposition to the justly unlimited claim of Labour:

4th That it is desirable to successively transfer to Labour the co. proprietorship and finally the whole proprietorship of the means of production, that is to say of the shares in the Company, which end the persons appearing propose to attain, by means of saving the profits allotted to Labour, against repayment to the shareholders of the amounts subscribed.

Eight years afterwards
Transmission of Capital



Financial Results
1892-1899.



Reduction of the picture shown in the Netherlands Section in the Palace of Social Economy.

Type A.

WORKMEN'S DWELLINGS IN AGNETA PARK.

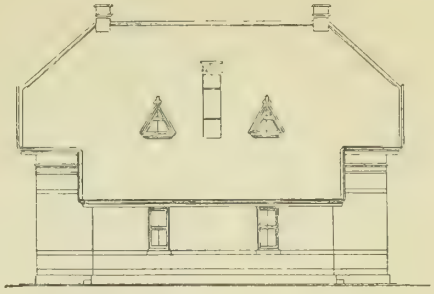
PRICE.

Ground (with gardens) 400 M² à 3 fl. 40 = ...	1360 florins.
Building of 4 dwellings	5000 „
Total	6360 florins.

Price of each dwelling 1590 fl. = £ 132.10
Rent per week 2 florins = 3 shillings 4 pence.



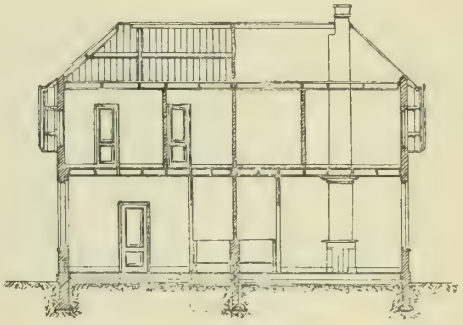
Façade.



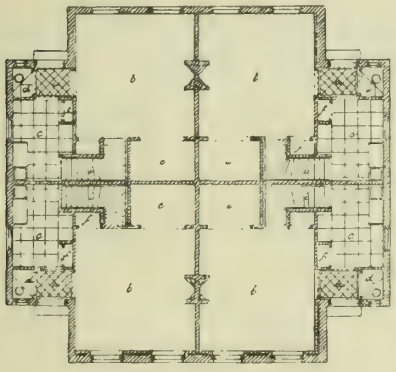
Side-face.



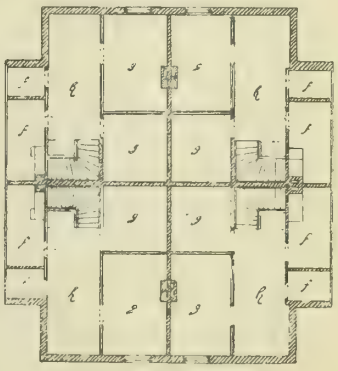
Longitudinal section.



Lateral section.



Ground floor.



Upper floor.

0 1 2 3 4 5 Mètres.

(1 yard = 0.914 Mètres.)

a Entry.
b Living room.
c Kitchen.
d Closet.
e Recess.
f Cupboard.
g Bedroom.
h Granary.
i Staircase, Cellar.

WORKMEN'S DWELLINGS IN AGNETA PARK.

PRICE.

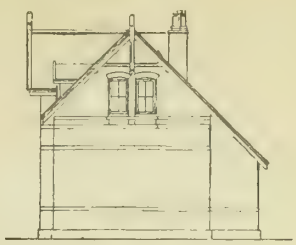
Ground (with gardens) 400 M² à 3 fl. 40 = ... 1360 florins.
Building of 4 dwellings . . . . . 6000 „

Total . . . . . 7360 florins.

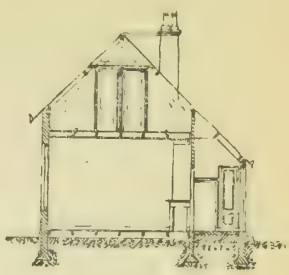
Price of each dwelling 1840 fl. = £ 153. 6. 8
Rent per week 1 fl. 90 = 3 shillings 2 pence.



Façade.



Side-face.



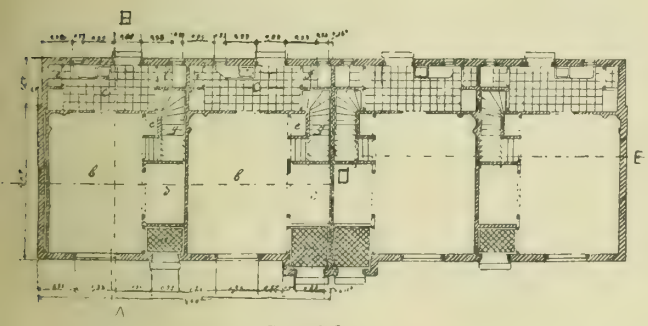
Section A-B.



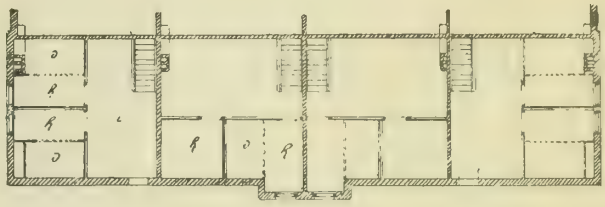
Back elevation.



Section C-D-E.



Ground floor.



Upper floor.

0 1 2 3 4 5 Mètres.

(1 yard = 0.914 Mètres.)

a Entry.
b Living room.
c Kitchen.
d Recess.
e Cupboard.
f Closet.
g Staircase, Cellar.
h Bedroom.
i Granary.

WORKMEN'S DWELLINGS IN AGNETA PARK.

PRICE.

Ground 400 M² à 3 fl. 40 = ...	1360 florins.
Building of 8 dwellings	12000 ,,
Total	13360 florins.

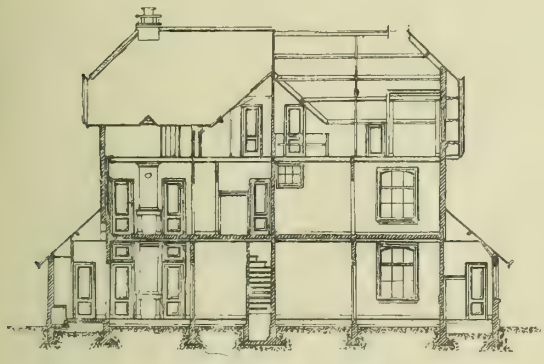
Price of each dwelling 1670 fl. = £ 139. 3. 4
Rent per week 2 fl. 30 = 3 shillings 10 pence.



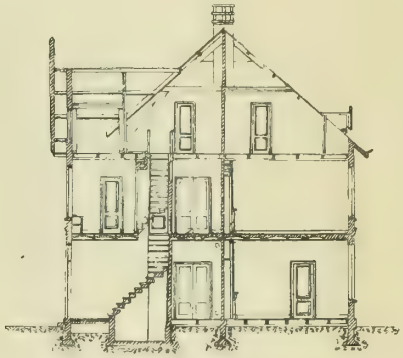
Façade.



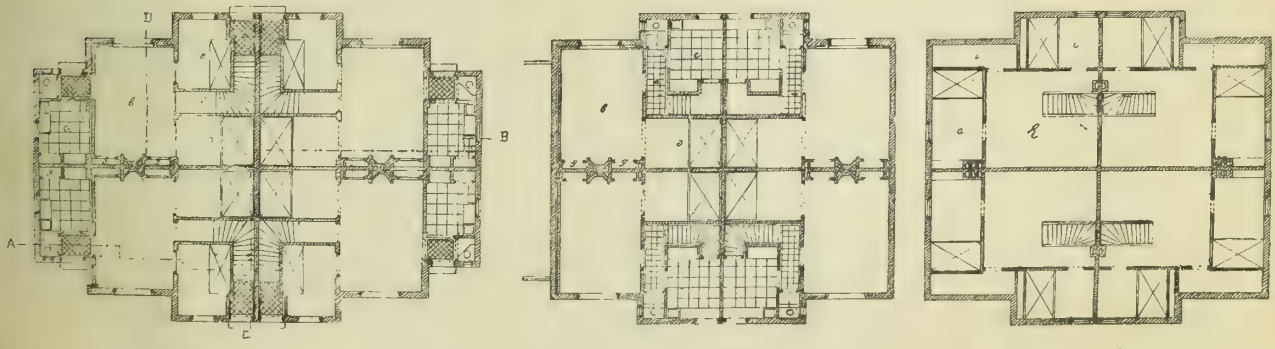
Side elevation.



Section A-B.



Section C-D.



Ground floor. 1st floor Upper floor.

0 1 2 3 4 5 Mètres.

(1 yard = 0.914 Mètres.)

a Entry.
b Living room.
c Kitchen.
d Recess.
e Bedroom.
f Cellar.
g Cupboard.
h Granary.
i Boxroom.

Type D.

WORKMEN'S DWELLINGS IN AGNETA PARK.

PRICE.

Ground (with gardens) 300 M² à 3 fl. 40 = ...	1020 florins.
Building of 3 dwellings	5780 ,,
Total	6800 florins.

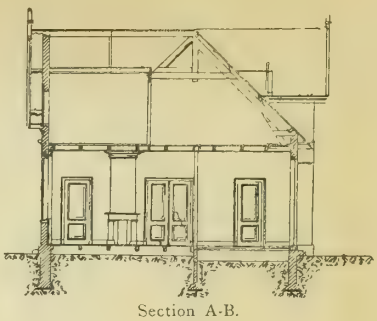
Price of each dwelling 2270 fl. = £ 189. 3. 4
Rent per week 2 fl. 80 = 4 shillings 8 pence.



Façade.



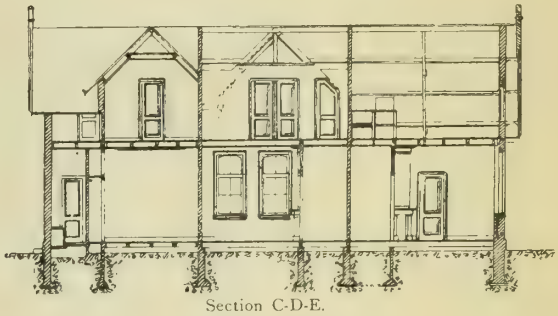
Side-face.



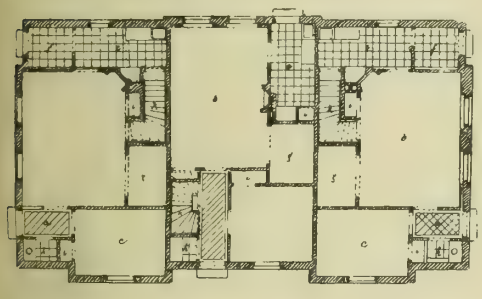
Section A-B.



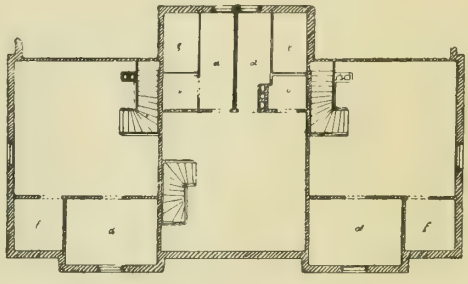
Back elevation.



Section C-D-E.



Ground floor.



Upper floor.

0 1 2 3 4 5 Mètres.

(1 yard 0.914 Mètres.)

a Entry.
b Living room.
c Drawing room.
d Bedroom.
e Kitchen.
f Boxroom.
g Recess.
h Closet.
i Cupboard.
k Staircase, Cellar.

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